



International Service for National Agricultural Research



# Medium Term Plan 2002 - 2004





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April 2001

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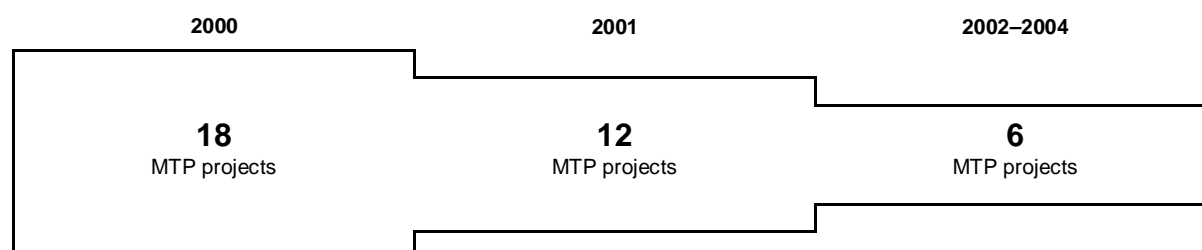
# Section 1: Programs

## 1.1 Introduction

The world around the Consultative Group on International Agricultural Research (CGIAR), ISNAR, and in particular its collaborators and partners in the developing countries is changing rapidly. The changes in agriculture are related to globalization, trade liberalization, and the redefinition of the role of government in society. There is a shift from production and productivity concerns towards concerns for environmental protection, food safety, and food quality. These changes have significant impact on ISNAR's efforts in assisting agricultural research institutions in developing countries in planning and executing their research programs in support of food security, poverty alleviation, and environmental protection.

In responding to these changes, ISNAR's Board of Trustees and staff have over the last year reconsidered the concept of national agricultural research systems, the importance of research institutions, and the need for institutional innovations. Discussions resulted in a new "road map" for ISNAR, entitled "Institutions Matter: Let Knowledge Make the Difference." It reflects the recognition of the changed environment. It shifts the focus to developing a new understanding of how various sectors in civil society must interact to ensure that poor people are not left behind in agricultural development, and how the talents and energy of new sectors in society can be brought to bear for better food security and wiser use of natural resources. It also puts emphasis on the need for interaction between agriculture and related disciplines. It looks in particular at the challenges of letting the poor influence the public and private research agendas, and how research findings can reach those in greatest need. In response to the new vision of the CGIAR, ISNAR therefore wishes to explore these so-called "first mile" and "last mile" challenges.

The changes in global agriculture have also induced a number of significant changes in ISNAR's program of work and its mode of operation. From defining its work in a large number of Medium Term Plan projects, ISNAR increasingly focuses its resources on a smaller number of key priority areas (see figure 1).



**Figure 1: Decreasing number of MTP projects**

In 2000, ISNAR presented an extensive list of 18 MTP projects and associated activities. The discontinuation of 6 of them, resulting in 12 MTP project in 2001, was due to (1) a refocusing on activities that enhance ISNAR's concern with institutions that are necessary for successful research on poverty, sustainable food security, and environmental protection, and (2) an immediate adjustment to reduced funding. For the planning period 2002-2004 we envisage an improved financing environment, and we will focus our resources on 6 newly defined MTP projects. These MTP projects include a set of 25 activities that are either continued from previous years (40%), redefined (31%), or new (29%). ISNAR's MTP 2002-2004 represents a major change in ISNAR's approach to institutional research and services.

Some of the key elements of this new MTP are the following:

- It shows consistency with ISNAR's new "road map." All areas of work in this road map have been translated into MTP projects.

- It shows a strong focus on key thematic areas.
- It focuses on the entire innovation system.
- It includes new collaborative arrangements with an entrepreneurial orientation to increase services to developing countries.
- It envisages a significant budget increase of US\$ 1 million annually.
- It places increased emphasis on activities in sub-Saharan Africa.
- It supports stronger collaboration with key external stakeholders of agricultural research.
- It proposes to move closer to the stakeholders through a further decentralization of staff to the regions.
- It is based on increased performance management of ISNAR's own resources.

## 1.2 Program Discussion: 2000 and 2001

The year 2000 was a year of consolidation for ISNAR, following unexpected funding shortages. ISNAR critically reviewed its workplan and gave priority to research and service elements that reflected the drastic changes in the agricultural research arena. By concentrating on two-thirds of the original agenda during the second half of 2000 and in 2001, ISNAR sharpened its focus on the trends of change in the national, regional, and global research systems. Otherwise valuable activities were left behind, as our 2001–2003 MTP demonstrated.

Donors are currently showing increased interest in ISNAR's activities, and ISNAR plans a gradual expansion of its work. In 2001, ISNAR expects a turnover of approx. US\$ 8.9 million, up \$ 1.2 million (+ 15%) from the Financial Update submitted in September 2000. Changes in our activities in 2001 are related to the following:

- ISNAR and IFPRI received financial support from the CGIAR Finance Committee for the ISNAR/IFPRI proposal on Agricultural Science and Technology Indicators (MTP 1).
- WARDA invited ISNAR to jointly organize a workshop on a university platform for agricultural research (MTP 1).
- EMBRAPA, World Bank, and IDB invited ISNAR to contribute to the current debate on competitive grants as a funding mechanism (MTP 1).
- Special project funding was received from ACIAR, IDRC, SDC, CTA, and GTZ for the project Evaluating Capacity Development in R&D Organizations (MTP 6).
- Financial support has been secured from IDRC for the ISNAR HIV/AIDS project, and from Norway for the new Inter-center Initiative on Impact of HIV/AIDS (MTP 9).
- WHO invited ISNAR to collaborate in a project on links between agricultural change and the resurgence of malaria in transition economies (MTP 9).
- Special project funding was received from three African NARS to implement management information systems developed by ISNAR (MTP 13).
- The CGIAR Finance Committee gave financial support to the new CGIAR strategy for Central Asia and the Caucasus (MTP 13).
- The World Bank funded a new project on the FARA/SPAAR merger (MTP 13).
- Special project support was received from the EC to the joint ASARECA/ISNAR project on research networks (MTP 13).
- EC-INCODEV invited ISNAR to develop a helpdesk function for applicants to their programs (MTP 18).

Only the full implementation of MTP project 16, "NARS fundamentals: The essential reference for managers of agricultural research" was delayed, due to lack of resources.

Table 1 describes the highlights of ISNAR's achievements in the 18 MTP projects in the year 2000. It presents the expected achievements of the continued 12 MTP projects for 2001, and it gives an initial outline of plans for 2002–2004.

Table 1: Medium Term Plan Outputs 2000, Expectations for 2001, and Plans for 2002–2004

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
1. <b>Globalization and emerging policy issues</b>	<p>Thirty developing countries responded to a written survey on the impact of globalization on agricultural research. A book-length manuscript with a collection of papers on the impact of globalization on agriculture was completed. Research proposals for work in the Caribbean, sub-Saharan Africa, and Asia were prepared. A paper on commercialization of national research organizations was presented at an international conference of agricultural economists. A mini-symposium was organized on means to expand exports of nontraditional crops from developing countries. Several papers on aspects of globalization were written. A joint workshop on a collaborative WARDA/ISNAR-University platform for agricultural research in sub-Saharan Africa was organized and two key papers were drafted. ISNAR published papers on competitive grants as a funding mechanism for agricultural research and contributed to the current debate on their effectiveness and conditions for success.</p>	<p>Results of the survey on the impact of globalization on agricultural research will be analyzed and published. The book "Globalization from the Perspective of the South" will be published by CABI. A proposal for a three-year project on impact on globalization on the poor and research targeting for poverty reduction in four Asian countries has been submitted to the Asian Development Bank. The WARDA/ISNAR workshop is scheduled for March, and proceedings will be produced.</p> <p>The ASTI project of MTP 2 will be incorporated under MTP 1. A new ISNAR-IFPRI team will be built for implementing this project. ISNAR's activities will include (a) publishing a Caribbean report, (b) revamping the ASTI Website (including making the data available electronically), and (c) beginning data collection in sub-Saharan Africa.</p> <p>MTP 3, the Public-Private Partnerships project, has been resubmitted to the German government, at its request. If approved, the project will be initiated in the second half of the year and incorporated under MTP 1.</p> <p>All outstanding publications of the "University in NARS" project (formerly MTP 10) will be published under MTP 1.</p>	<p>If approved, the project Impact on Globalization on the Poor and Research Targeting for Poverty Reduction will be initiated in 2002 and will be consolidated in the new MTP 1.</p> <p>The ASTI project will continue under the new MTP 1.</p> <p>The Public-Private Partnerships project will be consolidated in the new MTP 2.</p>
2. <b>Agricultural science and technology indicators</b>	<p>In the beginning of the year it was decided to freeze this project due to ISNAR's financial crisis. Some staff time was used to complete ongoing activities, such as a synthesis report on the agricultural R&amp;D capacity in the Caribbean. Thanks to financial support from the Finance Committee of the CGIAR in the second half of 2000, the ASTI project has a considerable brighter funding perspective for the coming four years, and work has resumed.</p>	<p>The ASTI project will continue under MTP 1.</p>	



MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
3. <b>Public-private partnerships</b>	A revised proposal for a major three-year project Public-Private Partnerships was submitted for competitive funding from Germany. A training workshop was held in Mexico on developing public-private research projects for different commodities. A high-level national seminar on public-private partnerships followed, and ISNAR gave the keynote speech. After this seminar, Mexico established a competitive grant fund to finance research projects with mixed public-private funding. A poster was prepared for the GFAR meeting in Germany.	If approved, the Public-Private Partnerships project will be consolidated in MTP 1.	
4. <b>Governance: Assessing alternative governance models</b>	One output of governance work funded by DFID was a discussion paper on governance and agricultural innovation. In collaboration with FAO a report on governance and organization of the NARS in Vietnam was produced. In Uganda a new statute for NARO was prepared that emphasizes stakeholder influence in decision making. Activities in Mozambique (with DANIDA funding) include the establishment of a broad-based council to steer research activities. In the context of a regional project in Asia (funded by ADB), ISNAR has started to introduce new performance and governance mechanisms in four countries.	A discussion paper on governance and innovation networks will be prepared. Guidelines for decentralization of agricultural research in Indonesia will be produced, as will plans for improving research-stakeholder linkages in Sri Lanka and Pakistan. National and institute-level governance case studies will be conducted in four Asian countries. Work on governance in Uganda and Mozambique will be continued this year.	Part of the governance work and the project Performance-Based Management Systems in Asia will be consolidated under the new MTP 2.
5. <b>Institutional innovation</b>	With continued support from the Swiss Agency for Development Cooperation (SDC) and core resources, the Strategic Management of Institutional Change ("New Paradigm") project completed most of its workplan. The Netherlands Ministry of Foreign Affairs (through DGIS) provided new support for activities in Latin America in 2000. About 1,100 professionals from pilot and nonpilot case organizations in the region have participated in project conferences and training events. The training/facilitation function has been institutionalized in one of the project pilot cases (SINCITA, Cuba). Systematization reports for five pilot cases have been prepared and discussed at a mid-term review workshop. Preliminary reports of an ongoing study for prospecting technological demands for institutional innovation have been prepared. An Asian Development Bank-supported project on performance-based management contributes to institutional innovation in Indonesia, Pakistan, Sri Lanka, and Vietnam. A study to document the experiences of institutional change in the Sahel region was completed with USAID assistance.	A project Website will be launched with general information on the project, project documents, contact information for project participants and associated organizations, final drafts of five publications, and links to relevant sources of information. Negotiations for transforming the project into a regional network for institutional innovation will be carried out. The project team, based on an agreed workplan, will support pilot-case organizations. A proposal to SDC will be prepared and submitted (funds have already been earmarked for the project by SDC).	The transformed New Paradigm project will be consolidated under the new MTP 2.

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
6. <b>Impact evaluation</b>	<p>A project on evaluating organizational capacity development in research and development organizations was developed and negotiated with donors and partners. Financial and technical support was obtained from ACIAR, CTA, IDRC, GTZ, and SDC. A network of evaluation practitioners in these donor organizations and 14 national and international organizations was formed. Three project planning meetings were held. Evaluation training was provided. Six evaluation studies were initiated in Central America, the Caribbean, Asia, and sub-Saharan Africa.</p>	<p>The six evaluation studies will be completed, with support from the project coordination team and collaborators. Results will be shared and consolidated in a review and synthesis workshop (July). Substantive and methodological results will be documented. Guidelines for evaluating organizational capacity development will be prepared, for publication in 2002.</p>	<p>The Impact Evaluation project will be consolidated under the new MTP 2.</p>
7. <b>Managing biotechnology and intellectual property</b>	<p>IBS continued to run a regional management training course as a project flagship. Two country case studies on improving national biosafety systems were completed (Argentina and Egypt). One survey report on access to and use of proprietary technologies in NAROs was published. A synthesis report was published based on four country analyses of research investment indicators. A case study on use of the analytic hierarchy process (AHP) to support decision-making in biotechnology research was completed in Philippines. A second study was carried out in Uganda. Several research papers and training documents were prepared.</p> <p>With the recruitment of a Senior Officer on Intellectual Property, the Central Advisory Service on Intellectual Property and Proprietary Science (CAS), funded by the CGIAR Finance Committee, began full operation as a service to the CGIAR. A CAS liaison person was appointed at every CGIAR center. Confidentiality agreements were developed for each center. Needs-assessment discussions and seminars were held at 6 CGIAR centers, and visits to host-country IP agencies. A model invention disclosure form for the CGIAR was drafted and circulated. A report on IPR issues requested by the CGIAR-CDC was prepared. Incoming legal / licensing requests from individual centers were responded to.</p>	<p>Additional country case studies on improving national biosafety systems will be carried out (China, India). A study on adoption and public acceptance of new products will be commissioned and published. An in-depth case study will be started on access to and use of proprietary technologies in NAROs, as well as a case study on the economic impact of biotechnology products. A management course on managing biotechnology will be held in Asia. The Ugandan AHP case study will be completed. Publications and training materials will be finalized and distributed.</p> <p>Confidentiality agreements between ISNAR and each CGIAR center were completed. Standardized forms were developed, which will be used as starting documents ("negotiating document") for intellectual property reporting, material transfer agreements (MTAs), nondisclosure agreements (NDAs), and licensing agreements/arrangements. Each center prepared (confidential) outlines of intellectual property portfolio and (confidential) identification of potential areas of IP activity.</p>	<p>The refocused work on biotechnology and intellectual property, including the AHP project, will be consolidated under the new MTP 4.</p>

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
<b>8. Information and communication technologies service</b>	A Senior Research Officer on Information joined ISNAR in September. An information strategy for the Chinese NARS was completed in collaboration with CABI. The final report is due in 2001.	Two workshops on "Internet technologies and Intranets: Opportunities for change in NAROs" will be held in Chennai, India, in June 2001, and in Vietnam in September 2001. A country case study will analyze the functioning and potential improvement of information systems/strategies for agricultural research. Two national or regional workshops will be held on information/knowledge management and strategy development. A regional management training course will be conducted, incorporating lessons and tools derived from enhancing capacity, management, and leadership in information and communication technologies (ICT). A knowledge base on ICT and the repositioning of national research organizations will be developed.	The refocused work on information and communication technologies will be consolidated under the new MTP 4.
<b>9. Agricultural research and the environment</b>	A workshop "Deepening the Basis of Rural Research Management" was held in February. It examined new R&D approaches to supporting farmers' decision making in resource systems undergoing rapid change. The Proceedings were published in print and electronic forms and selected papers edited for a special issue of <i>Agricultural Systems</i> . Activities regarding the organization and management of participatory research in NRM were largely put on hold as the Project's focus was shifted to the interface of agriculture and health. A proposal was developed aimed at supporting African agricultural R&D organizations in responding to the impacts of HIV/AIDS on food security. This drew on a survey of and visits to key institutions in the region. The proposal was discussed with a large number of potential donors. Studies of links between agricultural change and the resurgence of malaria were initiated in Central Asia and the Caucasus. In collaboration with WHO, ISNAR started the Malaria-Agriculture project for Azerbaijan. ISNAR continued to be the management agent of the EcoRegional Fund for Methodological Initiatives, sponsored by Dutch and Swiss donors.	A Briefing Paper summarizing the key findings and conclusions of the "Deepening..." workshop will be completed and the <i>Agricultural Systems</i> special issue will be published. Work on AIDS and food security will begin in Uganda and possibly Malawi, with country background papers and stakeholder workshops, likely as part of an emerging System-Wide Initiative on HIV/AIDS and Agriculture. A Briefing Paper and article will be published on the organization and management of participatory research in NRM. The study of Malaria-Agriculture will be completed, with support from WHO experts, and results will be shared in a workshop including national policymakers and international experts. ISNAR is continuing as management agent of the EcoRegional Fund.	The AIDS and Malaria projects will continue under the new MTP 5. If the extension of the EcoRegional Fund is approved, ISNAR may expand its role as management agent to include an advisory support function to the recipients of funds. These activities will be allocated to the new MTP 5.

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
<b>10. Improving tools for research policy</b>	A sourcebook prepared by ISNAR on planning agricultural research was published by CABI. It contains userfriendly summaries of planning concepts, tools, and processes prepared by 43 authors. The University in NARS project finalized publications for review, and two posters were presented at GFAR and the IAAE conference in Berlin.	All outstanding publications of the University in NARS project will be published under MTP 1.	
<b>11. Integrated project-based agricultural research management systems</b>	A successful experiment in distance learning resulted in a workshop with representatives from 6 countries at ISNAR headquarters. Participants' home organizations financed the training, which was designed to train trainers and practitioners in management information systems (MIS). There have been country-financed follow-up missions to Mozambique, Tanzania, and Zambia. Work in the Caribbean has been supported by CTA. A book on MIS was prepared.	Outstanding activities will be conducted under MTP 13.	
<b>12. Gender relations</b>	This project became fully operational this year. Activities included a three day Joint Conference (with the World Bank and UNDP-Africa) on Gender and Agriculture in Nairobi, Kenya, in May. Rapid progress was made in developing and testing tools for gender evaluation and completion of the 1999 study on women in national agricultural research. A Website for the Gender project was developed, new products disseminated via the Internet, and a functional database on female researchers in NARS (WiNAR project) was prepared. A project staff member is a member of the Internally Commissioned External Review team of the Participatory Research and Gender Analysis (PRGA) program of the CGIAR.	Information will be compiled on existing gender policies, projects, and specialists relevant to agricultural research. The project Website will be updated. At least three new research papers will be produced on gender in agricultural research. An international conference is scheduled in September on knowledge and action in gender and agriculture. At least one fundable ISNAR research/capacity building projects for 2002 will be elaborated.	The Rural Radio project will continue under the new MTP 3.

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
<b>13. Strengthening NARS</b>	<p>ISNAR continued work in Eritrea, Mozambique, Uganda, and Zambia. Support was also provided to IICA, CARDI, and Honduras. These NARS-strengthening activities were supported by ISNAR Global Associates. The Mozambique work focused on establishing a sustainable research management system, including an MIS, program planning, and budgeting. Work with CARDI produced reports on plans and priorities. The research system was reviewed in Honduras. In Uganda, strategic and medium-term plans were produced. Training in participatory research was provided in Zambia. Assistance was provided for the Government of Vietnam to prepare an agricultural research policy as well as strategic and medium-term research plans.</p>	<p>In Uganda, support will be provided for managing the transition from Phase 1 to Phase 2 of the World Bank-supported effort to strengthen agricultural research. Implementation of Phase 2 will be monitored. In Zambia, ISNAR will support program planning and priority setting. Support will also be provided for establishing public-private sector partnerships for research and development. Support for the Mozambique management-strengthening effort will be provided throughout the year. The planning exercise will be completed in Vietnam.</p> <p>Outstanding activities of MTP 11 will be conducted under this MTP. The MIS book will be published. An MIS training course will be carried out in collaboration with CTA. Support will be provided for MIS implementation in Uganda.</p> <p>The project Agricultural Innovation Systems in Transition Economies (formerly in MTP 14) will be completed, with support from national experts, and results will be shared with policymakers.</p> <p>Outstanding activities of MTP 15 will be conducted under this MTP. ISNAR will continue to serve as transition manager until the successful merger of SPAAR/FARA. ISNAR will continue to collaborate with GFAR on issues related to the SRO and will strive to make a modest contribution to its efforts.</p>	<p>All ad hoc service activities to strengthen NARS will be continued under MTP 6.</p> <p>ISNAR will continue to interact with GFAR on issues of particular relevance to the SROs. This could be related to activities of the new MTP 1, 2, and 3.</p>
<b>14. Central Asia and the Caucasus</b>	<p>ISNAR completed reports and studies on countries in Central Asia and the Caucasus. Country profiles are completed on Armenia, Azerbaijan, Georgia, and Kazakhstan, as well as an overview report on the Caucasus. Studies on agricultural innovation systems were carried out in Azerbaijan and Uzbekistan. A conceptual framework was prepared. Work on the resurgence of malaria began (see MTP 9).</p>	<p>The project Agricultural Innovation Systems will be continued under MTP 13.</p>	

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
<b>15. Strengthening the global research system</b>	<p>The CGIAR Mid-Term Meeting in May decided on a new course of the NARS-Secretariat of GFAR. It included the full integration of the GFAR and NARS secretariats, as well as the reorientation of GFAR tasks towards coordinating rather than operational issues. ISNAR seconded a senior staff member to the NARS secretariat until July. Given its reorientation ISNAR then made a one-time grant to GFAR to assist in the transition. ISNAR was asked to serve as the transition manager for the transformation of SPAAR and FARA to a single new apex organization, FARA. A draft report on the SPAAR/FARA transformation was completed.</p>	<p>Activities will be continued in MTP 13.</p>	
<b>16. NARS Fundamentals</b>	<p>(1) The ISNAR "flagship" project on making the accumulated policy and management knowledge of ISNAR available to NARS in the form of a library of "NARS Fundamentals" was postponed. A start was made at the basic design of the module, and a glossary was drafted with terms from ISNAR publications.</p> <p>(2) Public awareness efforts were strengthened in the Office of the Director General with the appointment of a Public Awareness Officer (0.5 FTE), with support from the Publications Unit, where specialized skills are available. In addition to project-related PA materials, a new corporate folder and poster were presented at ICW. The poster was translated into Japanese.</p>	<p>The NARS Fundamentals project will be continued with the assignment of a senior research officer. The ISNAR Website for NARS Fundamentals will be established and work will begin on preparing summary documents of ISNAR's expertise.</p>	<p>The project NARS Fundamentals will be continued under the new MTP 3.</p>
<b>17. ISNAR Global Associates</b>	<p>ISNAR Global Associates has expanded its network to 16 Associates, covering Africa, Asia, and Latin American and the Caribbean. Fifty percent of the ISNAR Associates are female. ISNAR Associates participated in numerous ISNAR missions and projects, totaling 297 contract days. ISNAR now delivers more advisory services in Latin America and the Caribbean, and more training in Africa, through the ISNAR Associates than through ISNAR permanent staff.</p>	<p>ISNAR Global Associates will expand its network to 25 Associates. The delivery of advisory services and training through ISNAR Associates will continue to grow. ISNAR Associates will also become increasingly integrated in ISNAR's research activities. Growth of ISNAR Associate activities in Asia will be emphasized.</p>	<p>IGA will continue to operate under the new MTP 6, which involves further revenue-generating activities to broaden ISNAR's ability to offer service to NARS.</p>

MTP project no. and title	Outputs in 2000	Expectations for 2001	Plans for 2002 to 2004
<b>18. Training and capacity building for strengthening NARS</b>	<p>There was continued development and expansion of training modules and related services: six new and three revised training modules were produced. It included the highly popular module on resource mobilization "How to Write a Convincing Proposal," available in English and French. Held in July, the "How to Write..." training course attracted 22 participants and was funded through the sale of seats. The project succeeded in developing and funding two new innovative project proposals: (1) the European Union will offer a self-learning training module for submitting proposals to its research-development grants process, and (2) a project funded by CIDA involves linking rural radio broadcasters and scientists. Requests from various NARS and IARCs for the modules, training materials, and information sharing have been responded to.</p>	<p>At least two new training modules will be developed and two existing modules translated into other languages. "How to Write a Convincing Proposal" will be conducted in Spanish in early 2001. At least three modules will be made available on ISNAR's Website. Trainers will be trained in sub-Saharan NARS and Latin America to create a multiplier effect for ISNAR's training programs. The training function in at least one regional association and one national organization will be strengthened. At least two regional/ intercenter training activities will be conducted. Collaboration is planned with one major international organization on the development of new training modules and materials.</p>	<p>The refocused work on training will be consolidated under the new MTP 3.</p>

### **1.3 Highlights of 2002: Project Portfolio**

Our experience of consolidation and our success in managing resources under adverse financial circumstances encouraged us to revisit our MTP fundamentally. ISNAR's new "road map" served as a basis for this MTP 2002–2004.

In the past ISNAR concentrated its activities on research systems in the public domain, often the national research institutes of the ministries of agriculture. ISNAR became increasingly aware that the complexities of improved food security, sound environmental management, and poverty alleviation require a multidisciplinary approach. This has motivated ISNAR to promote a broadening of national partnerships. Reduced investments in the public sector, often as a result of structural adjustment and increased liberalization of economies, have rendered government agencies in many countries more isolated and less effective. Private research interests, whether in universities or in the commercial sector, may be effective in bringing forth valuable research results, but only for end users with purchasing power, and often with inadequate concern for the environment and with national social and nutritional inequalities. ISNAR strives to strengthen public-private research arrangements involving nongovernmental organizations and farmers' associations. Better linkages between such partners can facilitate the production of research goods for the poor and the environment. ISNAR promotes the development of innovative linkages that can lead to new types of knowledge systems.

At a time of globalization, research at the national level on local ecological and socioeconomic conditions will remain important. With the globalization of research, global commercial players operate in local markets but often without locally adapted solutions. ISNAR strives to promote responsible actions by all the players in the research arena to ensure that national interests prevail and that national genetic resources and the associated knowledge are conserved. At the same time, the undisputed resources of the international players should be put to good use locally and nationally.

New technologies offer unprecedented opportunities for progress in food production and environmental management. However, biosafety and equal access remain thorny issues. ISNAR supports developing-country agricultural research institutions in their efforts to manage biotechnology and information technology in a responsible manner, and it assists in developing national regulatory mechanisms to ensure adequate societal control over the new technologies.

Taxpayers and donors watch national and international investments in research closely, as they expect responsible use and significant impact of their investments. ISNAR remains a main source of expertise for many developing-country organizations as they strive towards greater accountability and better governance of their research efforts, and clear indicators of impact.

ISNAR's new road map focuses on five distinct thematic areas. Together with a new approach to a revenue-generating service, these have resulted in an MTP with six projects. The projects arise from our analysis of global and developing-country research trends and of ISNAR's comparative advantage to deliver high-quality global public goods in these areas.

The six new MTP projects are the following:

- Project 1. Policies for institutional innovation for agricultural research
- Project 2. Linking research organizations and stakeholders in a changing context
- Project 3. Learning for institutional innovation
- Project 4. Management of new technologies for agricultural research
- Project 5. Building capacity to respond to cross-sector demands
- Project 6. Entrepreneurial partnerships to support agricultural research

Table 1 traces the 18 projects of MTP 2000–2002 and 12 projects MTP 2001–2003 to the new MTP 2002–2004. Without abandoning the activities and experiences of previous years, the new MTP consolidates and refocuses the thematic areas in which ISNAR has traditionally been active. The MTP sets them in a revised context of changing realities in the public-private interface, which requires institutional innovation and new knowledge systems. It gives new emphasis to learning approaches and expands



on ISNAR's successful support to national systems in training of trainers for agricultural research management. It maintains ISNAR's strong emphasis on new technologies. It emphasizes the need for cross-sectoral collaboration to deal with the complex interactions among agriculture and the environment, health, and consumers, with a focus on AIDS and malaria—two major threats to human health, agricultural production, agricultural research, and research agendas.

Drawing on the experience of ISNAR's Global Associates program, it will explore new collaborative arrangements with an entrepreneurial orientation aimed at responding to the growing number of service requests. This ISNAR enterprise is based in Costa Rica and works with a large pool of developing-country experts in part-time service work, while the "Associates" remain staff members of their own institutions.

#### 1.4 Highlights of 2002–2004: Program

While 2002 will see the change-over from the long list of MTP projects and associated activities to a much more consolidated list, the subsequent years of the current MTP period represent a further implementation of the new "road map." Research and service products will increasingly be focussed on tangibles that can be measured in terms of their impact on food security, environmental protection, and poverty alleviation, using tools that ISNAR has developed for impact analysis. Some of these tools, e.g., for capacity building, are generated by ISNAR as part of the current MTP.

The turnover for 2001 is projected at US\$ 8.9 million and for 2002 at \$ 9.0 million. ISNAR expects to increase its turnover by \$ 1 million annually during the current MTP period. Any expansion of the portfolio will be within the framework of the six MTP projects. Should funding be below expectation during the planning period, then ISNAR will adjust the size of the projects accordingly, rather than discontinuing any of the six MTP projects. Table 2 summarizes the budget allocation of the six MTP projects over the planning period.

**Table 2: Budget Allocation by MTP Project in 2002 to 2004 (in million US\$)**

Project no.	Title	2002	2003	2004
1	Strategies for institutional innovation for agricultural research	1.5	1.7	1.9
2	Linking research organizations and stakeholders in a changing context	2.3	2.5	2.7
3	Learning for institutional innovation	1.5	1.7	2.0
4	Management of new technologies for agricultural research	2.2	2.4	2.6
5	Building capacity to respond to cross-sector demands	1.0	1.2	1.3
6	An entrepreneurial branch to support agricultural research	0.5	0.5	0.5
<b>Total allocation</b>		<b>9.0</b>	<b>10.0</b>	<b>11.0</b>

Table 3 shows the percentage breakdown of planned activities by region, based on the content and deployment of resources for each MTP project. The planned focus on sub-Saharan Africa will be achieved by reducing the activities at the global level in favor of regional activities. As part of the new road map, ISNAR will further decentralize its staff to positions in the field.

**Table 3: Percentage Breakdown of Activities by Region (in %)**

Region	2001	2002–2004
Central and Western Africa	12	18
Eastern and Southern Africa	29	26
Central and West Asia and North Africa	6	4
East and Southeast Asia and Pacific	12	13
South Asia	16	18
Central America and Caribbean	8	6
South America	17	15
<b>Total</b>	<b>100</b>	<b>100</b>

ISNAR is confident that this new and more clearly focussed MTP will revive its ability to serve national agricultural research institutions in developing countries.

### 1.5 Measures of Progress and Achievement

Milestones for the years 2000 and 2001 were described in detail in the MTP 2001–2003. The higher funding levels for 2001 led to some positive adjustments of the milestones for 2001 for the projects that received additional donor funding or special interest of collaborators. These projects were described above. Table 1 reflects the revised expectations for 2001.

For the six new MTP projects, ISNAR has developed a set of time-bound milestones to describe and monitor progress towards the overall outputs. Using the new road map as a basis, ISNAR is planning to develop in 2001 an institute-wide log-frame as well as a log-frame for the six new MTP projects. The defined project milestones for 2002–2004 are presented in the project portfolio (see Annex 1).

With the new road map, special attention is given to performance management. Each MTP project will have a project team leader, who will have full budgetary authority and who will be responsible for delivering the agreed objectives. ISNAR's drive to performance management requires a shift from a "role culture" to a "performance culture," with stronger emphasis on outputs, quality enhancement, flexibility, innovative thinking, entrepreneurship, and satisfying the needs of clients and partners. A performance-based pay system was implemented in January 2001.

### 1.6 Collaboration

As a research-based service to agricultural research organizations in developing countries, ISNAR maintains a wide range of relationships with other organizations, such as research partnerships, strategic alliances, and customer-client relationships. This section highlights some of the collaborative relationships for 2000 and 2001 that will continue or be intensified in the plan period 2002–2004.

In its work with **national agricultural research organizations** and **regional organizations**, ISNAR is a source of new information and tools, as well as a facilitator of country-led processes. During 2000, ISNAR collaborated with approximately 40 national agricultural research organizations in over 35 countries in Latin America, Africa, Asia, and Central Asia and the Caucasus. ISNAR maintains its identity as a neutral source of advice and counsel. It was asked to manage the merger of SPAAR and FARA. This also strengthened our collaboration with ASARECA, CORAF, and SACCAR. ISNAR continued to be a strong supporter of the Global Forum for Agricultural Research (GFAR). ISNAR collaborated with regional organizations in Latin America, i.e., PROCISUR, PROCINDINO, PROCITROPICOS, PROCICARIBE, SICTA, and IICA. ISNAR's links to regional training institutes (Mananga, PAID, and ESAMI) are important to ensure outreach is conducted in an effective manner.

ISNAR is forming strategic alliances with **bilateral** and **multilateral organizations** such as NRI, NRIL, and FAO (poverty targeting); CARDI and IICA (S&T indicators); IDRC, SDC, CTA, GTZ, and ACIAR (impact assessment); WHO and UNEP (HIV/AIDS); INCO-DEV (of the European Union) (project preparation); FAO, IICA, and GTZ (strengthening NARS); CTA and FAO (information); and FAO, World Bank, ISS, and UNDP (gender). ISNAR intensified collaborative and contractual relationships with universities in developed countries, such as Virginia Tech (USA), Wye College (UK), Swiss Federal Institute of Technology (ETH), Universities of Bonn and Hohenheim in Germany, Wageningen University and Research Centre, and the Rotterdam School of Management at the Erasmus University (The Netherlands).

ISNAR collaborates with other **CGIAR institutes** at project, program, and institute level. IFPRI and ISNAR have been long-time partners in maintaining agricultural science and technology indicators and carrying out associated policy analyses. ISNAR is actively participating in the system-wide initiatives on (1) integrated pest management, (2) transition economies in Central Asia and Caucasus, and (3) impact of HIV/AIDS. ISNAR is managing the CGIAR Central Advisory Service on Intellectual Property and Proprietary Science (CAS). ISNAR's work on gender relations focuses on NARS activities and will be closely linked to the CGIAR Gender and Diversity Program. During 2000 and continuously in 2001 ISNAR has co-organized and hosted a large number of CGIAR-wide workshops and meetings, intensifying the interactions between staff of several centers.

The **ISNAR Global Associates Program** (IGA) continues to build a network of outstanding professionals from well-established research institutes in the South, such as EMBRAPA, the Indira Ghandi Institute of Development Research (Mumbai, India), the Chinese Academy of Agricultural Sciences (Institute of Agricultural Economics). In 2000, 16 ISNAR associates participated in different ISNAR missions and projects.

As part of the **MTP 2002–2004** ISNAR plans to intensify or establish collaboration with different stakeholder groups of agricultural research who should be more directly involved in the design and management of research programs. In exploring successful arrangements for agricultural research, ISNAR will work with research policymakers, managers from public and private research and training institutions, stakeholder representatives from farmers' organizations, community-based organizations, NGOs, agroindustry and Agrichain institutions, organizations dealing with the environment, ecology and health issues, and funding organizations. Details on the planned collaboration can be found in the new MTP project profiles (see Annex 1).

ISNAR's proposed MTP also requires effective networks and alliances in the regions and countries where it operates. Through increased decentralization of staff to field positions, ISNAR will strengthen its presence in the main regions of the developing world. This will allow ISNAR to establish better links with its stakeholders, particularly national agricultural research institutions and subregional organizations, to be more aware of their needs, and to interact more productively with them. Decentralization is also intended to gain access to new sources of financial and other resources that are available at national and regional levels. As participant in system-wide initiatives within the CGIAR or the proposed Global Challenge Programs, ISNAR expects to increase its collaboration with other CGIAR centers and strengthen its networks. Work with collective learning and environment and health illustrate possibilities for such close collaboration.

## **Section 2: Finance**

### **2.1 Costing center projects**

ISNAR operates in a project mode, and all operational expenses (primarily the costs of staff travel and subsistence, workshops, participants' travel and subsistence, and project publications) are charged directly to the projects. Additionally, all staff time is allocated to projects at the appropriate tariffs, and overhead is applied to all projects at the annually determined rate.

### **2.2 Center staffing**

Due to a reduction in donor contributions, contracts of some staff were not renewed in 2000. During 2002, there will be an emphasis on decentralization with ISNAR strengthening its representation in the main regions of the developing world. Personnel numbers and costs will not significantly increase, but there will be new appointments in key areas related to ISNAR's new MTP projects. A new performance-based salary structure has been in place from January 1, 2001, and it is expected this will help ISNAR attract and retain the best-quality scientific and administrative staff.

### **2.3 Financial indicators and capital investments**

Regarding donor support, ISNAR has been fortunate to retain a nucleus of long-term core donor loyalty. On the other hand, the portfolio of donors providing targeted support can vary considerably from year to year. This requires careful program planning.

ISNAR's financial reserves were reduced during 1999, but the extraordinary grant from the CGIAR Finance Committee of US\$ 760,000 in 2000 has been used as intended in replenishing ISNAR's Operating Fund. Liquidity is expected to remain healthy throughout the period 2001–2002.

Regarding capital investments, there has been a significant program of work underway, involving building refurbishment, new computer servers and cabling infrastructure, and new copier/printers. This will be completed by the end of 2001, so it is expected that the period 2002–2004 will require only moderate investment.

## Financial tables

**Table 1: ISNAR Research Agenda Requirements, by CGIAR Output, 2002 (in \$ '000)**

							Project Totals
Germplasm Improvement	Germplasm Collection	Sustainable Production	Policy	Enhancing NARS			
				Training	Info.	Org/ Mat.	

**Center Projects**

ISN-POII : Policies for institutional innovation for agricultural research				1,050	150	150	150	<b>1,500</b>
ISN-LINK : Linking research organizations and stakeholders in a changing context				0	690	460	1,150	<b>2,300</b>
ISN-LERN : Learning for institutional innovation				0	750	450	300	<b>1,500</b>
ISN-NTEC : Management of new technologies for agricultural research				440	330	550	880	<b>2,200</b>
ISN-CRSD : Building capacity to respond to cross-sector demands				500	150	100	250	<b>1,000</b>
ISN-EPAR : Entrepreneurial partnerships to support agricultural research				100	125	50	225	<b>500</b>

**TOTAL RESEARCH AGENDA:**

<b>0</b>	<b>0</b>	<b>0</b>	<b>2,090</b>	<b>2,195</b>	<b>1,760</b>	<b>2,955</b>	<b>9,000</b>
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**Table 2: ISNAR Research Agenda: Allocation of Resources 2000–2004 (in \$ million)**

<b>Outputs:</b>	<b>2000 (actual)</b>	<b>2001 (est)</b>	<b>2002 (proposal)</b>	<b>2003 (plan)</b>	<b>2004 (plan)</b>
<b>Germplasm Improvement</b> <i>(Activity: Germplasm Enhancement &amp; Breeding, plus Networks as appropriate)</i>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Germplasm Collection</b> <i>(Activity: Saving Biodiversity, plus Networks as appropriate)</i>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Sustainable Production</b> <i>(Activity: Production Systems Dev &amp; Mgmt, Protecting the Environment, plus Networks as appropriate)</i>	<b>0.08</b>	<b>0.16</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Policy</b> <i>(Activity: Improving Policies, plus Networks as appropriate)</i>	<b>1.23</b>	<b>1.32</b>	<b>2.09</b>	<b>2.37</b>	<b>2.60</b>
<b>Enhancing NARS</b> <i>(Activity: Strengthening NARS - the three sub-activities, plus Networks as appropriate)</i>	<b>6.81</b>	<b>7.42</b>	<b>6.91</b>	<b>7.63</b>	<b>8.40</b>
<b>TOTAL</b>	<b>8.1</b>	<b>8.9</b>	<b>9.0</b>	<b>10.0</b>	<b>11.0</b>

	<b>2000 (actual)</b>	<b>2001 (est)</b>	<b>2002 (proposal)</b>	<b>2003 (plan)</b>	<b>2004 (plan)</b>
<b>Increasing Productivity</b> <i>of which:</i>	<b>0.08</b>	<b>0.16</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Germplasm Enhancement & Breeding	0	0	0	0	0
Production Systems Development & Management	0.08	0.16	0.00	0.00	0.00
<b>Protecting the Environment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Saving Biodiversity</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Improving Policies</b>	<b>1.23</b>	<b>1.32</b>	<b>2.09</b>	<b>2.37</b>	<b>2.60</b>
<b>Strengthening NARS</b> <i>of which:</i>	<b>6.81</b>	<b>7.42</b>	<b>6.91</b>	<b>7.63</b>	<b>8.40</b>
Training and Professional Development	2.23	2.36	2.20	2.44	2.71
Documentation, Publications, Info. Dissemination	1.38	1.45	1.76	1.95	2.16
Organization & Management Counseling	3.20	3.61	2.96	3.25	3.53
Networks (Appropriate output)	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>8.1</b>	<b>8.9</b>	<b>9.0</b>	<b>10.0</b>	<b>11.0</b>

**Table 3: ISNAR Research Agenda: Project & Output Cost Summary, 2000–2004 (in \$ '000)**

Project No.	Project name	2000 (actual)	2001 (est.)	2002 (proposal)	2003 (plan)	2004 (plan)
<b>Project 1</b>	ISN-GLOB Globalization	442	760	0	0	0
<b>Project 2</b>	ISN-ASTI Indicators	189	0	0	0	0
<b>Project 3</b>	ISN-PAPP Public-Private Partnerships	53	0	0	0	0
<b>Project 4</b>	ISN-GOVN Governance	154	417	0	0	0
<b>Project 5</b>	ISN-INOV Institutional Innovation	1324	1400	0	0	0
<b>Project 6</b>	ISN-IMPC Impact Evaluation	494	607	0	0	0
<b>Project 7</b>	ISN-BTIP Biotechnology and Intellectual Property	1453	1608	0	0	0
<b>Project 8</b>	ISN-INFO Information and Communication	160	400	0	0	0
<b>Project 9</b>	ISN-ENVT Environment	416	458	0	0	0
<b>Project 10</b>	ISN-POLC Policy Tools	100	0	0	0	0
<b>Project 11</b>	ISN-ARMS Agricultural Research Management Systems	364	0	0	0	0
<b>Project 12</b>	ISN-GNDR Gender Relations	86	333	0	0	0
<b>Project 13</b>	ISN-NARS Strengthening NARS	932	1150	0	0	0
<b>Project 14</b>	ISN-CACS Central Asia and Caucasus	95	0	0	0	0
<b>Project 15</b>	ISN-GFAR Strengthening the Global Research System	395	0	0	0	0
<b>Project 16</b>	ISN-ARMF NARS Fundamentals	36	133	0	0	0
<b>Project 17</b>	ISN-IGAP ISNAR Global Associates	394	425	0	0	0
<b>Project 18</b>	ISN-ARMT Training and Capacity Building	1039	1218	0	0	0
<b>ISN-POII</b>	Policies for institutional innovation for agricultural research	0	0	1500	1700	1900
<b>ISN-LINK</b>	Linking research organizations and stakeholders in a changing context	0	0	2300	2500	2700
<b>ISN-LERN</b>	Learning for institutional innovation	0	0	1500	1700	2000
<b>ISN-NTEC</b>	Management of new technologies for agricultural research	0	0	2200	2400	2600
<b>ISN-CRSD</b>	Building capacity to respond to cross-sector demands	0	0	1000	1200	1300
<b>ISN-EPAR</b>	Entrepreneurial partnerships to support agricultural research	0	0	500	500	500
<b>Total</b>		<u>8,126</u>	<u>8,909</u>	<u>9,000</u>	<u>10,000</u>	<u>11,000</u>

**Summary by CGIAR Output**

	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)
<b>Germplasm Improvement</b>	0	0	0	0	0
<b>Germplasm Collection</b>	0	0	0	0	0
<b>Sustainable Production</b>	85	164	0	0	0
<b>Policy</b>	1,232	1,321	2,090	2,370	2,600
<b>Enhancing NARS</b>	6,809	7,424	6,910	7,630	8,400
<b>Total</b>	<u>8,126</u>	<u>8,909</u>	<u>9,000</u>	<u>10,000</u>	<u>11,000</u>



**Table 4: ISNAR Allocation of Project Costs to CGIAR Activities, 2000–2004 (in \$ million)**

<b>Project</b>	<b>Activity</b>	<b>2000 (actual)</b>	<b>2001 (proposal)</b>	<b>2002 (plan)</b>	<b>2003 (plan)</b>	<b>2004 (plan)</b>
<b>Project 1:</b>						
<b>ISN-GLOB Globalization</b>	Improving Policies	0.221	0.380	0.000	0.000	0.000
	Strengthening NARS--Training	0.111	0.190	0.000	0.000	0.000
	Strengthening NARS--Information	0.111	0.190	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		<b>0.442</b>	<b>0.760</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 2:</b>						
<b>ISN-ASTI Indicators</b>	Improving Policies	0.151	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.038	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		<b>0.189</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 3:</b>						
<b>ISN-PAPP Public-Private Partnerships</b>	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.032	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.021	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		<b>0.053</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 4:</b>						
<b>ISN-GOVN Governance</b>	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.154	0.417	0.000	0.000	0.000
		<b>0.154</b>	<b>0.417</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 5:</b>						
<b>ISN-INOV Institutional Innovation</b>	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.265	0.280	0.000	0.000	0.000
	Strengthening NARS--Information	0.132	0.140	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.927	0.980	0.000	0.000	0.000
		<b>1.324</b>	<b>1.400</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 6:</b>						
<b>ISN-IMPC Impact Evaluation</b>	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.173	0.243	0.000	0.000	0.000
	Strengthening NARS--Information	0.198	0.243	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.124	0.121	0.000	0.000	0.000
		<b>0.494</b>	<b>0.607</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 7:</b>						
<b>ISN-BTIP Biotechnology and Intellectual Property</b>	Improving Policies	0.363	0.402	0.000	0.000	0.000
	Strengthening NARS--Training	0.436	0.482	0.000	0.000	0.000
	Strengthening NARS--Information	0.436	0.482	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.218	0.241	0.000	0.000	0.000
		<b>1.453</b>	<b>1.608</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 8:</b>						
<b>ISN-INFO Information and Communication</b>	Improving Policies	0.040	0.100	0.000	0.000	0.000
	Strengthening NARS--Training	0.032	0.080	0.000	0.000	0.000
	Strengthening NARS--Information	0.040	0.100	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.048	0.120	0.000	0.000	0.000
		<b>0.160</b>	<b>0.400</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 9:</b>						
<b>ISN-ENVT Environment</b>	Improving Policies	0.250	0.275	0.000	0.000	0.000
	Strengthening NARS--Training	0.062	0.092	0.000	0.000	0.000
	Strengthening NARS--Information	0.083	0.046	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.021	0.046	0.000	0.000	0.000
		<b>0.416</b>	<b>0.458</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 10:</b>						
<b>ISN-POLC Policy Tools</b>	Improving Policies	0.075	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.025	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		<b>0.100</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 11:</b>						
<b>ISN-ARMS Agricultural Research Management Systems</b>	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.131	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.102	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.131	0.000	0.000	0.000	0.000
		<b>0.364</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Project 12:</b>						
<b>ISN-GNDR Gender Relations</b>	Improving Policies	0.026	0.100	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.034	0.133	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
	Sustainable Production	0.026	0.100	0.000	0.000	0.000
		<b>0.086</b>	<b>0.333</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**Table 4: ISNAR Allocation of Project Costs to CGIAR Activities, 2000–2004 (in \$ million)**

Project	Activity	2000 (actual)	2001 (proposal)	2002 (plan)	2003 (plan)	2004 (plan)
Project 13: ISN-NARS Strengthening NARS	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.932	1.150	0.000	0.000	0.000
		<b>0.932</b>	<b>1.150</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 14: ISN-CACS Central Asia and Caucasus	Improving Policies	0.048	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.024	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.010	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.014	0.000	0.000	0.000	0.000
		<b>0.095</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 15: ISN-GFAR Strengthening the Global Research System	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.119	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.119	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.158	0.000	0.000	0.000	0.000
		<b>0.395</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 16: ISN-ARMF NARS Fundamentals	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.004	0.013	0.000	0.000	0.000
	Strengthening NARS--Information	0.032	0.120	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		<b>0.036</b>	<b>0.133</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 17: ISN-IGAP ISNAR Global Associates	Improving Policies	0.059	0.064	0.000	0.000	0.000
	Strengthening NARS--Training	0.118	0.127	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.158	0.170	0.000	0.000	0.000
	Sustainable Production	0.059	0.064	0.000	0.000	0.000
		<b>0.394</b>	<b>0.425</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 18: ISN-ARMT Training and Capacity Building	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.727	0.853	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.312	0.365	0.000	0.000	0.000
		<b>1.039</b>	<b>1.218</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
ISN-POII : Policies for institutional innovation for agricultural research	Improving Policies	0.000	0.000	1.050	1.190	1.330
	Strengthening NARS--Training	0.000	0.000	0.150	0.170	0.190
	Strengthening NARS--Information	0.000	0.000	0.150	0.170	0.190
	Strengthening NARS--Org & Mgt	0.000	0.000	0.150	0.170	0.190
		<b>0.000</b>	<b>0.000</b>	<b>1.500</b>	<b>1.700</b>	<b>1.900</b>
ISN-LINK : Linking research organizations and stakeholders in a changing context	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.690	0.750	0.810
	Strengthening NARS--Information	0.000	0.000	0.460	0.500	0.540
	Strengthening NARS--Org & Mgt	0.000	0.000	1.150	1.250	1.350
		<b>0.000</b>	<b>0.000</b>	<b>2.300</b>	<b>2.500</b>	<b>2.700</b>
ISN-LERN : Learning for institutional innovation	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.750	0.850	1.000
	Strengthening NARS--Information	0.000	0.000	0.450	0.510	0.600
	Strengthening NARS--Org & Mgt	0.000	0.000	0.300	0.340	0.400
		<b>0.000</b>	<b>0.000</b>	<b>1.500</b>	<b>1.700</b>	<b>2.000</b>
ISN-NTEC : Management of new technologies for agricultural research	Improving Policies	0.000	0.000	0.440	0.480	0.520
	Strengthening NARS--Training	0.000	0.000	0.330	0.360	0.390
	Strengthening NARS--Information	0.000	0.000	0.550	0.600	0.650
	Strengthening NARS--Org & Mgt	0.000	0.000	0.880	0.960	1.040
		<b>0.000</b>	<b>0.000</b>	<b>2.200</b>	<b>2.400</b>	<b>2.600</b>
ISN-CRSD : Building capacity to respond to cross-sector demands	Improving Policies	0.000	0.000	0.500	0.600	0.650
	Strengthening NARS--Training	0.000	0.000	0.150	0.180	0.195
	Strengthening NARS--Information	0.000	0.000	0.100	0.120	0.130
	Strengthening NARS--Org & Mgt	0.000	0.000	0.250	0.300	0.325
		<b>0.000</b>	<b>0.000</b>	<b>1.000</b>	<b>1.200</b>	<b>1.300</b>
ISN-EPAR : Entrepreneurial partnerships to support agricultural research	Improving Policies	0.000	0.000	0.100	0.100	0.100
	Strengthening NARS--Training	0.000	0.000	0.125	0.125	0.125
	Strengthening NARS--Information	0.000	0.000	0.050	0.050	0.050
	Strengthening NARS--Org & Mgt	0.000	0.000	0.225	0.225	0.225
		<b>0.000</b>	<b>0.000</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>

Table 4: ISNAR Allocation of Project Costs to CGIAR Activities, 2000–2004 (in \$ million)

Project	Activity	2000	2001	2002	2003	2004
		(actual)	(proposal)	(plan)	(plan)	(plan)

Summary by Undertaking:		2000	2001	2002	2003	2004
		(est.)	(proposal)	(plan)	(plan)	(plan)
	Increasing Productivity	0.08	0.16	0.00	0.00	0.00
	Protecting the Environment	0.0	0.0	0.0	0.0	0.0
	Saving Biodiversity	0.0	0.0	0.0	0.0	0.0
	Improving Policies	1.23	1.32	2.09	2.37	2.60
	Strengthening NARS	6.81	7.42	6.91	7.63	8.40
	<b>Total:</b>	<b>8.1</b>	<b>8.9</b>	<b>9.0</b>	<b>10.0</b>	<b>11.0</b>

Summary by Output:		2000	2001	2002	2003	2004
		(est.)	(proposal)	(plan)	(plan)	(plan)
	Germplasm Improvement	0.0	0.0	0.0	0.0	0.0
	Germplasm Collection	0.0	0.0	0.0	0.0	0.0
	Sustainable Production	0.08	0.16	0.00	0.00	0.00
	Policy	1.23	1.32	2.09	2.37	2.60
	Enhancing NARS	6.81	7.42	6.91	7.63	8.40
	<b>Total:</b>	<b>8.1</b>	<b>8.9</b>	<b>9.0</b>	<b>10.0</b>	<b>11.0</b>

**Table 5: ISNAR Research Agenda, 2000–2004**  
**Investments by Sector, Commodity, and Region (in \$ million)**

<b>PRODUCTION SECTORS &amp; COMMODITIES</b>	<b>2000 (actual)</b>	<b>2001 (est.)</b>	<b>2002 (proposal)</b>	<b>2003 (plan)</b>	<b>2004 (plan)</b>
<b>1/ <u>Germplasm Enhancement &amp; Breeding</u></b>					
<b>Crops</b>					
Commodity A					
Commodity B					
Commodity C					
Commodity D					
<b>Livestock</b>					
<b>Trees</b>					
<b>Fish</b>					
<b>TOTAL</b>					
<b>2/ <u>Production Systems Dev. &amp; Management</u></b>					
<b>Crops</b>					
Commodity A					
Commodity B					
Commodity C					
Commodity D					
<b>Livestock</b>					
<b>Trees</b>					
<b>Fish</b>					
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>3/ <u>Total Research Agenda</u></b>					
<b>Crops</b>					
Commodity A					
Commodity B					
Commodity C					
Commodity D					
<b>Livestock</b>					
<b>Trees</b>					
<b>Fish</b>					
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>REGION</b>	<b>2000 (actual)</b>	<b>2001 (est.)</b>	<b>2002 (proposal)</b>	<b>2003 (plan)</b>	<b>2004 (plan)</b>
<b>Central and Western Africa</b>	<b>0.5</b>	<b>1.1</b>	<b>1.6</b>	<b>1.8</b>	<b>2.0</b>
<b>Eastern and Southern Africa</b>	<b>2.6</b>	<b>2.6</b>	<b>2.4</b>	<b>2.7</b>	<b>2.9</b>
<b>CWANA</b>	<b>0.5</b>	<b>0.5</b>	<b>0.3</b>	<b>0.4</b>	<b>0.4</b>
<b>East and South East Asia and Pacific</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.3</b>	<b>1.4</b>
<b>South Asia</b>	<b>1.1</b>	<b>1.4</b>	<b>1.6</b>	<b>1.8</b>	<b>2.0</b>
<b>Central America and Carribean</b>	<b>0.8</b>	<b>0.7</b>	<b>0.5</b>	<b>0.6</b>	<b>0.7</b>
<b>South America</b>	<b>1.6</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.6</b>
	<b>8.1</b>	<b>8.9</b>	<b>9.1</b>	<b>10.0</b>	<b>11.0</b>

**Table 6: ISNAR Research Agenda, 2000–2002**  
*Expenditure by Functional Category, and Capital Investments (in \$ million)*

OBJECT OF EXPENDITURE	2000 (actual)	2001 (est)	2002
Personnel	4.6	4.8	
Supplies and Services	2.5	2.9	
Operational Travel	0.8	1.0	
Depreciation	0.2	0.2	
<b>TOTAL</b>	<b>8.1</b>	<b>8.9</b>	
CAPITAL INVESTMENTS	2000 (actual)	2001 (est)	2002 (proposal)
<i><b>Physical Facilities</b></i>			
Research			
Training			
Administration			
Housing			
Auxiliary Units			
sub-total	<b>0.0</b>	<b>0.0</b>	
<i><b>Infrastructure &amp; Leasehold</b></i>	<b>0.0</b>	<b>0.0</b>	
<i><b>Furnishing &amp; Equipment</b></i>			
Farming			
Laboratory & Scientific			
Office	<b>0.2</b>	<b>0.1</b>	
Housing			
Auxiliary Units			
Computers	<b>0.2</b>		
Vehicles			
Aircraft			
sub-total	<b>0.4</b>	<b>0.1</b>	
<b>TOTAL</b>	<b>0.400</b>	<b>0.100</b>	
CAPITAL FUND CASH RECONCILIATION	2000 (actual)	2001 (est)	2002
<i><b>Balance, January 1</b></i>	0.489	0.293	
plus: annual depreciation charge	0.164	0.150	
plus / minus: disposal gains/(losses)			
plus / minus: other			
minus: asset acquisition costs	-0.360	-0.100	
<i><b>equals: Balance, December 31</b></i>	<b>0.293</b>	<b>0.343</b>	

**Table 7: ISNAR Research Agenda Financing and Summary Statement of Activity, 2000-2001**  
(in \$ '000)

Member	2000 (actual)		2001 (est)	
	USD ( <sup>'000</sup> )	Nat. Curr ( <sup>'000</sup> )	USD ( <sup>'000</sup> )	Nat. Curr ( <sup>'000</sup> )
<b>Unrestricted Grants</b>				
Australia	127	200	115	200
Belgium	162	7,000	156	7,000
Canada	355	525	345	525
China	30		30	
Denmark	239	2,000	235	2,000
France	13	100	14	100
Germany			50	100
India	38		38	
Iran			50	
Italy	67		67	
Japan	318	36,500	299	35,000
Netherlands	946	2,200	936	2,200
Norway	291	2,500	272	2,500
Philippines	9		15	
Republic of South Africa	50		50	
Spain	40		40	
Sweden	275	2,500	258	2,500
Switzerland	313	500	291	500
United States (AID)	525		525	
World Bank (IBRD)	1,020		820	
CG Finance Committee	760			
Subtotal	<b>5,578</b>		<b>4,605</b>	
<b>Restricted Grants</b>				
AfDB	136			
AsDB	142		300	
Australia	30		16	
Canada	73		131	
CABI	10			
CARDI	5			
CGIAR	210		455	
CBNRM			50	
CTA	49		77	
Denmark	130		140	
Dominican Republic	6			
EU			195	
FAO	6			
GTZ	13		93	
IDB	20		15	
IDRC	25		103	
Iran			100	
Japan	320		300	
Netherlands (DGIS/NEDA)	597		509	
Norway			30	
South Africa			25	
Switzerland (ETH)	49		20	
Switzerland (SDC)	504		577	
Uganda	25		40	
USAID	33			
UNDP/FAO	74		18	
UNOPS	10			
United Kingdom (DFID)	302		327	
World Bank (IBRD)/Zambia			90	
World Bank	204		224	
Various	213		350	
Subtotal	<b>3,186</b>		<b>4,184</b>	
	<b>8,764</b>		<b>8,790</b>	
<b>Summary Statement of Activity</b>				
Member Grants	<b>8,764</b>		<b>8,790</b>	
+ Center Income (other revenues)	<b>134</b>		<b>119</b>	
= Total Revenues	<b>8,898</b>		<b>8,909</b>	
Less:				
Total Expenses	<b>8,126</b>		<b>8,909</b>	
Surplus (Deficit) of total revenues over total expenses	<b>772</b>		<b>0</b>	

**Table 8a: ISNAR Allocation of 2000 Member Financing to Projects by Output (in \$ million)**

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 1: ISN-GLOB Globalization	FAO	0.006	0.000	0.003	0.002	0.002	0.000
	Japan	0.080	0.000	0.040	0.020	0.020	0.000
	Netherlands (DGIS/NEDA)	0.054	0.000	0.027	0.014	0.014	0.000
	United Kingdom (DFID)	0.060	0.000	0.030	0.015	0.015	0.000
	unrestricted + center inc	0.242	0.000	0.121	0.060	0.060	0.000
	<b>Total Project Cost</b>	<b>0.442</b>	<b>0.000</b>	<b>0.221</b>	<b>0.111</b>	<b>0.111</b>	<b>0.000</b>
Project 2: ISN-ASTI Indicators	unrestricted + center inc	0.189	0.000	0.151	0.000	0.038	0.000
	<b>Total Project Cost</b>	<b>0.189</b>	<b>0.000</b>	<b>0.151</b>	<b>0.000</b>	<b>0.038</b>	<b>0.000</b>
Project 3: ISN-PAPP Public-Private Partnerships	unrestricted + center inc	0.053	0.000	0.000	0.032	0.021	0.000
	<b>Total Project Cost</b>	<b>0.053</b>	<b>0.000</b>	<b>0.000</b>	<b>0.032</b>	<b>0.021</b>	<b>0.000</b>
Project 4: ISN-GOVN Governance	United Kingdom (DFID)	0.060	0.000	0.000	0.000	0.000	0.060
	AsDB		0.000	0.000	0.000	0.000	0.000
	unrestricted + center inc	0.094	0.000	0.000	0.000	0.000	0.094
	<b>Total Project Cost</b>	<b>0.154</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.154</b>
Project 5: ISN-INOV Institutional Innovation	DGIS	0.180	0.000	0.000	0.036	0.018	0.126
	Switzerland (SDC)	0.275	0.000	0.000	0.055	0.028	0.193
	Uganda	0.025	0.000	0.000	0.005	0.002	0.017
	USAID	0.033	0.000	0.000	0.007	0.003	0.023
	AsDB	0.142	0.000	0.000	0.028	0.014	0.100
	unrestricted + center inc	0.670	0.000	0.000	0.134	0.067	0.469
	<b>Total Project Cost</b>	<b>1.324</b>	<b>0.000</b>	<b>0.000</b>	<b>0.265</b>	<b>0.132</b>	<b>0.927</b>
Project 6: ISN-IMPC Impact Evaluation	Australia	0.030	0.000	0.000	0.010	0.012	0.007
	Canada (IDRC)	0.071	0.000	0.000	0.025	0.028	0.018
	CTA	0.043	0.000	0.000	0.015	0.017	0.011
	DGIS	0.002	0.000	0.000	0.001	0.001	0.000
	GTZ	0.013	0.000	0.000	0.005	0.005	0.003
	SDC	0.013	0.000	0.000	0.005	0.005	0.003
	unrestricted + center inc	0.323	0.000	0.000	0.113	0.129	0.081
	<b>Total Project Cost</b>	<b>0.494</b>	<b>0.000</b>	<b>0.000</b>	<b>0.173</b>	<b>0.198</b>	<b>0.124</b>
Project 7: ISN-BTIP Biotechnology and Intellectual Property	World Bank	0.210	0.000	0.053	0.063	0.063	0.032
	IDB	0.020	0.000	0.005	0.006	0.006	0.003
	Switzerland ETH		0.000	0.000	0.000	0.000	0.000
	Japan	0.120	0.000	0.030	0.036	0.036	0.018
	Netherlands (DGIS/NEDA)	0.206	0.000	0.051	0.062	0.062	0.031
	Switzerland (SDC)	0.188	0.000	0.047	0.056	0.056	0.028
	UNOPS	0.010	0.000	0.003	0.003	0.003	0.002
	United Kingdom (DFID)	0.119	0.000	0.030	0.036	0.036	0.018
	unrestricted + center inc	0.581	0.000	0.145	0.174	0.174	0.087
	<b>Total Project Cost</b>	<b>1.453</b>	<b>0.000</b>	<b>0.363</b>	<b>0.436</b>	<b>0.436</b>	<b>0.218</b>
Project 8: ISN-INFO Information and Communication	CABI	0.010	0.000	0.003	0.002	0.003	0.003
	CTA	0.006	0.000	0.002	0.001	0.002	0.002
	Japan	0.120	0.000	0.030	0.024	0.030	0.036
	unrestricted + center inc	0.023	0.000	0.006	0.005	0.006	0.007
	<b>Total Project Cost</b>	<b>0.160</b>	<b>0.000</b>	<b>0.040</b>	<b>0.032</b>	<b>0.040</b>	<b>0.048</b>
Project 9: ISN-ENVT Environment	Canada (IDRC)	0.025	0.000	0.015	0.004	0.005	0.001
	EU/RIMISP	0.017	0.000	0.010	0.003	0.003	0.001
	Netherlands (DGIS/NEDA)	0.140	0.000	0.084	0.021	0.028	0.007
	Switzerland (SDC)	0.028	0.000	0.017	0.004	0.006	0.001
	unrestricted + center inc	0.205	0.000	0.123	0.031	0.041	0.010
	<b>Total Project Cost</b>	<b>0.416</b>	<b>0.000</b>	<b>0.250</b>	<b>0.062</b>	<b>0.083</b>	<b>0.021</b>
Project 10: ISN-POLC Policy Tools	Switzerland (ETH)	0.049	0.000	0.037	0.000	0.012	0.000
	unrestricted + center inc	0.051	0.000	0.038	0.000	0.013	0.000
	<b>Total Project Cost</b>	<b>0.100</b>	<b>0.000</b>	<b>0.075</b>	<b>0.000</b>	<b>0.025</b>	<b>0.000</b>
Project 11: ISN-ARMS Agricultural Research Management Systems	Tanzania	0.015	0.000	0.000	0.005	0.004	0.005
	Various	0.068	0.000	0.000	0.025	0.019	0.025
	unrestricted + center inc	0.281	0.000	0.000	0.101	0.079	0.101
	<b>Total Project Cost</b>	<b>0.364</b>	<b>0.000</b>	<b>0.000</b>	<b>0.131</b>	<b>0.102</b>	<b>0.131</b>
Project 12: ISN-GNDR Gender Relations	World Bank	0.015	0.005	0.005	0.000	0.006	0.000
	unrestricted + center inc	0.071	0.021	0.021	0.000	0.028	0.000
	<b>Total Project Cost</b>	<b>0.086</b>	<b>0.026</b>	<b>0.026</b>	<b>0.000</b>	<b>0.034</b>	<b>0.000</b>

**Table 8a: ISNAR Allocation of 2000 Member Financing to Projects by Output (in \$ million)**

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 13: ISN-NARS Strengthening NARS			0.000	0.000	0.000	0.000	0.000
	Denmark	0.130	0.000	0.000	0.000	0.000	0.130
	UNDP/FAO	0.074	0.000	0.000	0.000	0.000	0.074
	World Bank	0.150	0.000	0.000	0.000	0.000	0.150
	unrestricted + center inc	0.579	0.000	0.000	0.000	0.000	0.579
	<b>Total Project Cost</b>	<b>0.932</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.932</b>
Project 14: ISN-CACS Central Asia and Caucasus							
	World Bank	0.039	0.000	0.019	0.010	0.004	0.006
	unrestricted + center inc	0.056	0.000	0.028	0.014	0.006	0.008
	<b>Total Project Cost</b>	<b>0.095</b>	<b>0.000</b>	<b>0.048</b>	<b>0.024</b>	<b>0.010</b>	<b>0.014</b>
Project 15: ISN-GFAR Strengthening the Global Research System							
	Netherlands (DGIS/NEDA)	0.015	0.000	0.000	0.004	0.004	0.006
	unrestricted + center inc	0.380	0.000	0.000	0.114	0.114	0.152
	<b>Total Project Cost</b>	<b>0.395</b>	<b>0.000</b>	<b>0.000</b>	<b>0.119</b>	<b>0.119</b>	<b>0.158</b>
Project 16: ISN-ARMF NARS Fundamentals							
	unrestricted + center inc	0.036	0.000	0.000	0.004	0.032	0.000
	<b>Total Project Cost</b>	<b>0.036</b>	<b>0.000</b>	<b>0.000</b>	<b>0.004</b>	<b>0.032</b>	<b>0.000</b>
Project 17: ISN-IGAP ISNAR Global Associates							
	CARDI	0.005	0.001	0.001	0.002	0.000	0.002
	CEDAF	0.006	0.001	0.001	0.002	0.000	0.003
	unrestricted + center inc	0.383	0.057	0.057	0.115	0.000	0.153
	<b>Total Project Cost</b>	<b>0.394</b>	<b>0.059</b>	<b>0.059</b>	<b>0.118</b>	<b>0.000</b>	<b>0.158</b>
Project 18: ISN-ARMT Training and Capacity Building							
	Various	0.115	0.000	0.000	0.080	0.000	0.034
	AfDB	0.136	0.000	0.000	0.095	0.000	0.041
	United Kingdom (DFID)	0.063	0.000	0.000	0.044	0.000	0.019
	unrestricted + center inc	0.725	0.000	0.000	0.507	0.000	0.217
	<b>Total Project Cost</b>	<b>1.039</b>	<b>0.000</b>	<b>0.000</b>	<b>0.727</b>	<b>0.000</b>	<b>0.312</b>

Center Totals	Total	Sustain. Dev.	Policy	Enhancing NARS		
				Training	Info	Org / Mgt
Total Targeted Funding	3.19	0.01	0.54	0.83	0.57	1.24
Total Unrestricted Funding	5.58	0.17	0.95	1.39	1.00	2.06
Total Center Income	0.13	0.00	0.02	0.03	0.02	0.05
Total all Income	8.90	0.18	1.51	2.26	1.60	3.35
Total Expenditure	8.13	0.24	1.38	2.03	1.46	3.01
Surplus / (deficit)	0.8	(0.1)	0.1	0.2	0.1	0.3



**Table 8b: ISNAR Allocation of 2001 Member Financing to Projects by Output (in \$ million)**

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 1: ISN-GLOB Globalization	GTZ	0.011	0.000	0.006	0.003	0.003	0.000
	Japan	0.080	0.000	0.040	0.020	0.020	0.000
	Netherlands (DGIS/NEDA)	0.030	0.000	0.015	0.008	0.008	0.000
	United Kingdom (DFID)	0.060	0.000	0.030	0.015	0.015	0.000
	World Bank	0.150	0.000	0.075	0.038	0.038	0.000
	unrestricted + center inc	0.429	0.000	0.214	0.107	0.107	0.000
	<b>Total Project Cost</b>	<b>0.760</b>	<b>0.000</b>	<b>0.380</b>	<b>0.190</b>	<b>0.190</b>	<b>0.000</b>
Project 2: ISN-ASTI Indicators	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Project Cost</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 3: ISN-PAPP Public-Private Partnerships	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Project Cost</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 4: ISN-GOVN Governance	United Kingdom (DFID)	0.060	0.000	0.000	0.000	0.000	0.060
	AsDB	0.300	0.000	0.000	0.000	0.000	0.300
	unrestricted + center inc	0.057	0.000	0.000	0.000	0.000	0.057
	<b>Total Project Cost</b>	<b>0.417</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.417</b>
Project 5: ISN-INOV Institutional Innovation	DGIS	0.068	0.000	0.000	0.014	0.007	0.047
	Switzerland (SDC)	0.350	0.000	0.000	0.070	0.035	0.245
	Uganda	0.040	0.000	0.000	0.008	0.004	0.028
	Various	0.025	0.000	0.000	0.005	0.003	0.018
	unrestricted + center inc	0.918	0.000	0.000	0.184	0.092	0.642
	<b>Total Project Cost</b>	<b>1.400</b>	<b>0.000</b>	<b>0.000</b>	<b>0.280</b>	<b>0.140</b>	<b>0.980</b>
Project 6: ISN-IMPIC Impact Evaluation	Australia	0.016	0.000	0.000	0.006	0.006	0.004
	Canada (CIDA)	0.082	0.000	0.000	0.029	0.033	0.021
	Canada (IDRC)	0.023	0.000	0.000	0.008	0.009	0.006
	CTA	0.022	0.000	0.000	0.008	0.009	0.006
	CBNRM	0.050	0.000	0.000	0.018	0.020	0.013
	GTZ	0.050	0.000	0.000	0.018	0.020	0.013
	SDC	0.020	0.000	0.000	0.007	0.008	0.005
	unrestricted + center inc	0.344	0.000	0.000	0.120	0.137	0.086
	<b>Total Project Cost</b>	<b>0.607</b>	<b>0.000</b>	<b>0.000</b>	<b>0.243</b>	<b>0.243</b>	<b>0.121</b>
Project 7: ISN-BTIP Biotechnology and Intellectual Property	CGIAR	0.250	0.000	0.063	0.075	0.075	0.038
	IDB	0.015	0.000	0.004	0.005	0.005	0.002
	GTZ	0.043	0.000	0.011	0.013	0.013	0.006
	Japan	0.110	0.000	0.028	0.033	0.033	0.017
	Netherlands (DGIS/NEDA)	0.208	0.000	0.052	0.062	0.062	0.031
	Switzerland (SDC)	0.167	0.000	0.042	0.050	0.050	0.025
	Switzerland (ETH)	0.020	0.000	0.005	0.006	0.006	0.003
	United Kingdom (DFID)	0.141	0.000	0.035	0.042	0.042	0.021
	unrestricted + center inc	0.654	0.000	0.163	0.196	0.196	0.098
	<b>Total Project Cost</b>	<b>1.608</b>	<b>0.000</b>	<b>0.402</b>	<b>0.482</b>	<b>0.482</b>	<b>0.241</b>
Project 8: ISN-INFO Information and Communication	Japan	0.110	0.000	0.028	0.022	0.028	0.033
	unrestricted + center inc	0.290	0.000	0.072	0.058	0.072	0.087
	<b>Total Project Cost</b>	<b>0.400</b>	<b>0.000</b>	<b>0.100</b>	<b>0.080</b>	<b>0.100</b>	<b>0.120</b>
Project 9: ISN-ENVT Environment	Canada (IDRC)	0.080	0.000	0.048	0.012	0.016	0.004
	Denmark	0.020	0.000	0.012	0.003	0.004	0.001
	Netherlands (DGIS/NEDA)	0.203	0.000	0.122	0.030	0.041	0.010
	Norway	0.030	0.000	0.018	0.005	0.006	0.002
	Switzerland (SDC)	0.040	0.000	0.024	0.006	0.008	0.002
	unrestricted + center inc	0.085	0.000	0.051	0.013	0.017	0.004
	<b>Total Project Cost</b>	<b>0.458</b>	<b>0.000</b>	<b>0.275</b>	<b>0.092</b>	<b>0.046</b>	<b>0.046</b>
Project 10: ISN-POLC Policy Tools	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Project Cost</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 11: ISN-ARMS Agricultural Research Management Systems	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Project Cost</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 12: ISN-GNDR Gender Relations	Canada	0.049	0.015	0.015	0.000	0.020	0.000
	unrestricted + center inc	0.284	0.085	0.085	0.000	0.114	0.000
	<b>Total Project Cost</b>	<b>0.333</b>	<b>0.100</b>	<b>0.100</b>	<b>0.000</b>	<b>0.133</b>	<b>0.000</b>

**Table 8b: ISNAR Allocation of 2001 Member Financing to Projects by Output (in \$ million)**

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 13: ISN-NARS Strengthening NARS	CTA	0.055	0.000	0.000	0.000	0.000	0.055
	Denmark	0.120	0.000	0.000	0.000	0.000	0.120
	EU	0.150	0.000	0.000	0.000	0.000	0.150
	South Africa	0.025	0.000	0.000	0.000	0.000	0.025
	UNDP/FAO	0.018	0.000	0.000	0.000	0.000	0.018
	Various	0.055	0.000	0.000	0.000	0.000	0.055
	World Bank	0.265	0.000	0.000	0.000	0.000	0.265
	unrestricted + center inc	0.462	0.000	0.000	0.000	0.000	0.462
	<b>Total Project Cost</b>	<b>1.150</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.150</b>
Project 14: ISN-CACS Central Asia and Caucasus							
	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Project Cost</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 15: ISN-GFAR Strengthening the Global Research System							
	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Project Cost</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Project 16: ISN-ARMF NARS Fundamentals							
	unrestricted + center inc	0.133	0.000	0.000	0.013	0.120	0.000
	<b>Total Project Cost</b>	<b>0.133</b>	<b>0.000</b>	<b>0.000</b>	<b>0.013</b>	<b>0.120</b>	<b>0.000</b>
Project 17: ISN-IGAP ISNAR Global Associates							
	unrestricted + center inc	0.425	0.064	0.064	0.127	0.000	0.170
	<b>Total Project Cost</b>	<b>0.425</b>	<b>0.064</b>	<b>0.064</b>	<b>0.127</b>	<b>0.000</b>	<b>0.170</b>
Project 18: ISN-ARMT Training and Capacity Building							
		0.000	0.000	0.000	0.000	0.000	0.000
	Various	0.264	0.000	0.000	0.185	0.000	0.079
	Iran	0.100	0.000	0.000	0.070	0.000	0.030
	EU	0.045	0.000	0.000	0.032	0.000	0.014
	United Kingdom (DFID)	0.066	0.000	0.000	0.046	0.000	0.020
	World Bank	0.104	0.000	0.000	0.072	0.000	0.031
	unrestricted + center inc	0.640	0.000	0.000	0.448	0.000	0.192
	<b>Total Project Cost</b>	<b>1.218</b>	<b>0.000</b>	<b>0.000</b>	<b>0.853</b>	<b>0.000</b>	<b>0.365</b>

<u>Center Totals</u>	Total	Sustain. Dev.	Policy	Enhancing NARS		
				Training	Info	Org / Mgt
<b>Total Targeted Funding</b>	<b>4.19</b>	<b>0.01</b>	<b>0.67</b>	<b>1.04</b>	<b>0.64</b>	<b>1.82</b>
<b>Total Unrestricted Funding</b>	<b>4.61</b>	<b>0.09</b>	<b>0.69</b>	<b>1.15</b>	<b>0.74</b>	<b>1.93</b>
<b>Total Center Income</b>	<b>0.12</b>	<b>0.00</b>	<b>0.02</b>	<b>0.03</b>	<b>0.02</b>	<b>0.04</b>
<b>Total all Income</b>	<b>8.91</b>	<b>0.11</b>	<b>1.38</b>	<b>2.23</b>	<b>1.41</b>	<b>3.80</b>
<b>Total Expenditure</b>	<b>8.91</b>	<b>0.18</b>	<b>1.34</b>	<b>2.23</b>	<b>1.43</b>	<b>3.74</b>
<b>Surplus / (deficit)</b>	<b>0.0</b>	<b>(0.1)</b>	<b>0.0</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.1</b>

**Table 9: ISNAR Research Agenda, Staff Composition, 2000-2002**

		2000 (actual)		2001 (est)		2002 (proposal)	
		Hired by:		Hired by:		Hired by:	
		center	other	center	other	center	other
<b><u>Internationally-Recruited Staff (IRS)</u></b>							
<b>Research and Research Support</b>		25.5		28.5		30	
<i>of which:</i>							
<i>Post-doctoral Fellows</i>							
<i>Associate Professionals</i>		1.5		1.5		2	
<b>Training / Communications</b>		2.5		2.5		3	
<i>of which:</i>							
<i>Post-doctoral Fellows</i>							
<i>Associate Professionals</i>							
<b>Research Management</b>		5		5		5	
<i>of which:</i>							
<i>Post-doctoral Fellows</i>							
<i>Associate Professionals</i>							
<b>Total IRS</b>		<b>33</b>		<b>36</b>		<b>38</b>	
<b><u>Support Staff</u></b>		<b>33.5</b>		<b>35</b>		<b>35</b>	
<b>TOTAL STAFF</b>		<b>66.5</b>		<b>71</b>		<b>73</b>	

## **DEFINITIONS**

### **Internationally-Recruited Staff (IRS)**

This category includes staff who carry out highly technical/senior functions, as defined by the center, and they may include personnel hired in the local or regional labor market. Included in this group, but shown separately, are post-doctoral fellows and associate professionals (who may have other titles in different centers), and who often are staff provided by donors as part of a project or other institutional arrangement. Costs for consultants engaged for specific tasks are not personnel expenses and the individuals are not staff; their costs should be calculated in the "supplies and services" category.

### **Support Staff**

This category includes the numerical majority, in many cases, of personnel at a center. These are usually, but not necessarily always, individuals hired in the local labor market. They carry out functions which require less demanding skills than for the IRS category. The support staff category does not include seasonal field labor or other individuals engaged on a purely contract basis, for example when a center contracts with an employment agency to provide security, janitorial, and other services. Such costs should be calculated in the "supplies and services" category.

**Table 10: ISNAR Monthly Cash Flow, 2000-2002 (in \$ '000)**

<u>2000</u>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Opening Cash Balance</b>	2,992	2,890	2,943	3,808	3,375	3,049	3,472	3,418	3,231	2,546	2,508	2,372
<b>Receipts:</b>												
Unrestricted Grants	698	325	1,176	80	-	803	576	490	169	393	164	488
Restricted Grants	76	51	395	202	192	370	80	9	64	168	248	1,103
Other Income	23	310	3	23	3	3	23	3	3	23	3	3
<b>Disbursements:</b>												
Operations	(640)	(633)	(709)	(616)	(521)	(753)	(633)	(599)	(921)	(622)	(551)	(688)
Capital Acquisition							(100)	(90)				
Other Expenditure	(259)			(122)								
<b>Ending Cash Balance</b>	<b>2,890</b>	<b>2,943</b>	<b>3,808</b>	<b>3,375</b>	<b>3,049</b>	<b>3,472</b>	<b>3,418</b>	<b>3,231</b>	<b>2,546</b>	<b>2,508</b>	<b>2,372</b>	<b>3,278</b>
<u>2001</u>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Opening Cash Balance</b>	3,278	3,703	4,181	4,073	4,158	4,014	3,561	3,083	2,779	2,663	2,644	2,294
<b>Receipts:</b>												
Unrestricted Grants	853	854	535	507	239	40	25	239	427	524	223	313
Restricted Grants	250	250	250	250	360	250	250	250	250	250	250	660
Other Income	12	264	2	73	2	2	12	2	2	12	2	2
<b>Disbursements:</b>												
Operations	(680)	(680)	(710)	(730)	(730)	(730)	(750)	(780)	(780)	(790)	(810)	(790)
Capital Acquisition	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Other Expenditure		(200)	(175)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
<b>Ending Cash Balance</b>	<b>3,703</b>	<b>4,181</b>	<b>4,073</b>	<b>4,158</b>	<b>4,014</b>	<b>3,561</b>	<b>3,083</b>	<b>2,779</b>	<b>2,663</b>	<b>2,644</b>	<b>2,294</b>	<b>2,464</b>

**Currency Structure of Expenditures**

Currency	2000 (actual)			2001 (estimate)		
	amount	\$ value	% share	amount	\$ value	% share
US Dollar	3,094	3,094	38%	3,930	3,930	44%
Currency A	10,931	4,632	57%	10,927	4,553	51%
Currency B						
Currency C						
Others		400	5%		446	5%
<b>TOTAL</b>		<b>8,126</b>	<b>100%</b>		<b>8,929</b>	<b>100%</b>

**Table 11: ISNAR Statement of Financial Position, 2000–2001 (in \$ '000)**

	1999 (actual)	2000 (actual)	2001 (proposal)	2002	2003
<b><u>Assets</u></b>					
<b><u>Current Assets</u></b>					
Cash & Cash Equivalents	2,992	3,278	2,464		
Accounts Receivable					
Donors	2,128	644	1,404		
Employees	30	33	50		
Other	309	108	100		
Inventories					
Prepaid Expenses	31	27	30		
Other Current Assets					
<b>Total Current Assets</b>	<b>5,490</b>	<b>4,090</b>	<b>4,048</b>		
<b><u>Fixed Assets</u></b>					
Property, Plant, & Equipment	2,973	3,333	3,433		
Less: Accumulated Depreciation	-2,655	-2,819	-2,969		
<b>Total Fixed Assets - Net</b>	<b>318</b>	<b>514</b>	<b>464</b>		
<b>Total Assets</b>	<b>5,808</b>	<b>4,604</b>	<b>4,512</b>		
<b><u>Liabilities and Net Assets</u></b>					
<b><u>Current Liabilities</u></b>					
Bank Indebtedness					
Accounts Payable					
Donors	3,425	1,560	1,258		
Employees	490	445	481		
Others	259	521	600		
In-Trust Accounts	377	0			
Accruals and Provisions	355	405	500		
<b>Total Current Liabilities</b>	<b>4,906</b>	<b>2,931</b>	<b>2,839</b>		
<b><u>Long-Term Liabilities</u></b>					
<b>Total Liabilities</b>	<b>4,906</b>	<b>2,931</b>	<b>2,839</b>		
<b><u>Net Assets</u></b>					
Capital Invested in Fixed Assets					
Center Owned	318	514	464		
In Custody					
Capital Fund	489	293	343		
Operating Fund	95	866	866		
Other Funds					
<b>Total Net Assets</b>	<b>902</b>	<b>1,673</b>	<b>1,673</b>		
<b>Total Liabilities &amp; Net Assets</b>	<b>5,808</b>	<b>4,604</b>	<b>4,512</b>		

## Annex 1: Project Profiles for Medium Term Plan 2002–2004

Project no.	Title
1	Policies for institutional innovation for agricultural research
2	Linking research organizations and stakeholders in a changing context
3	Learning for institutional innovation
4	Management of new technologies for agricultural research
5	Building capacity to respond to cross-sector demands
6	Entrepreneurial partnerships to support agricultural research

## **Project 1. Policies for institutional innovation for agricultural research**

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### **Intermediate goal**

The goal of this project is to build policy-making capacities that support institutional innovation for agricultural research.

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### **Purpose**

There is a growing recognition that technological change is not the exclusive domain of formal research and development; it takes place throughout society. Change is not only about new technologies, it is also about the institutions that shape human interaction and economic welfare. While some institutions have emerged spontaneously, others have been developed purposely through government policies and legislation. It is unavoidable that institutional innovation will have a strong policy component.

ISNAR will contribute to the content and the process of agricultural research and innovation policies in developing countries. One focus is on how to respond to and facilitate required changes in the composition and capacity of agricultural research and innovation systems so that overall societal goals such as food security, poverty reduction, and protection of the natural environment can be achieved more effectively. These are also the goals of the CGIAR. The activities under this theme intend to make policymakers in both the public and private sectors in developing countries aware of possible policy options and instruments. This is intended to facilitate positive changes in the composition and capacity of national agricultural research and innovation systems. The other focus is on policy processes and how to ensure greater national ownership of agricultural R&D policies, ranging from policy design to policy impact assessment. Policies — even good policies — often fail due to a combination of weaknesses in the different stages of the policy process. Principal causes include conventional failure to treat policies as varieties with development phases, limited participation of key stakeholders, lack of understanding of decision making at the national level, and poor integration of sector policies to societal goals and to macroeconomic and other sector policies.

The expected impacts of this project include the following:

- Enhanced awareness among policymakers and analysts in developing countries about policy options and instruments to make national agricultural research and innovation systems more effective;
- Policymakers, donors, and the larger scientific community will be better informed about the changing composition and the capacity of agricultural research and innovation systems;
- Improved understanding of policy processes by the policy community to identify those phases that constitute the constraints on the policy process and to encourage wider participation of stakeholders in all phases of the policy process;
- Agricultural R&D policies that respond to societal needs and that are fully integrated in the wider national policy framework.

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### **Outputs**

- Policy dialogs and workshops, including an international workshop on the public role in agricultural research and innovation;
- An attractive policy Website with abbreviated and Internet-friendly versions of the latest publications and developments;
- Publications using a variety of formats for different audiences:
  - research reports on the role of input industries in agricultural innovation, mobilizing private funds, the integration of agricultural R&D policies into national policy frameworks, and agricultural research and development policy processes;
  - briefing papers on policy dialogues on improving agricultural R&D policy processes;
  - synthesis papers on trends and patterns in agricultural R&D investments in Africa and Asia;

- selected country case studies;
- proceedings of regional and international workshops.

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### Activities

- Redefining the public and private role in executing and financing agricultural research and innovation (new);
- Understanding the contribution of input industries to agricultural innovation (ongoing);
- Cross-national collaboration in agricultural R&D: promotion of regional agricultural R&D policy networks involving subregional organizations (SROs) (new) and the Global Forum on Agricultural Research (GFAR) (ongoing);
- Gaining insight into overall agricultural R&D investment trends and patterns: agricultural science and technology indicators (ongoing);
- Initiating policy dialogues to improve the policy-making process and to make it more responsive to (1) the needs of stakeholders, in particular the poor, and (2) the societal goals of poverty alleviation, food security, and environmental sustainability (new).

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### Milestones

#### 2002

- Steering committee for international workshop and proceedings established, and invited papers and case studies commissioned;
- National workshops on policy processes held;
- Discussion paper produced on agricultural research and development policy processes;
- Discussion paper produced on the contribution of agricultural R&D to societal goals;
- Policy dialogue held in selected countries on agricultural research and policy processes, and institutional innovations in policy making for agricultural R&D.

#### 2003

- Case studies on the role of agricultural input industries in agricultural innovation completed;
- Case studies on funding mechanisms completed;
- Synthesis paper on agricultural R&D investment trends and patterns in Africa;
- Research report published analyzing agricultural R&D policy processes;
- Research report published on the impact of R&D policies on poverty alleviation, food security, and environment sustainability;
- Research report published on the integration of agricultural R&D policies into the wider national context.

#### 2004

- International workshop held;
- Synthesis research report published on the contribution of input industries to agricultural innovation and workshop;
- Synthesis research report published on mobilizing private funds for agricultural R&D;
- Proceedings of a regional workshop on improving agricultural R&D policy processes published;
- Synthesis paper on agricultural R&D investment trends and patterns in Asia published.

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### Duration

The project will be active throughout the MTP period (2002–2004) and beyond.

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### Target groups/users

- National policymakers in Ministries of Agriculture/ Science and Technology/ National Development/ Finance;



- Public research organizations;
- Private industry organizations;
- NGOs, farmers' organizations, commodity-based organizations, consumer organizations.

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### Collaborators

- National policymakers in Ministries of Agriculture/ Science and Technology/ National Development/ Finance;
- SROs;
- Specialists from other CGIAR centers (e.g., IFPRI) and advanced research institutes from the North and South, who have specialized expertise in particular areas of interest.

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### Costs (in US\$)

2002: 1.5 million

2003: 1.7 million

2004: 1.9 million

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### System linkages

Output 4: Policy 70%

Output 5: Enhancing NARS 30%

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### Regional breakdown

Central and Western Africa 20%

Eastern and Southern Africa 30%

East and Southeast Asia and Pacific 14%

South Asia 15%

Central America and Caribbean 7%

South America 14%

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### Financing plan

The IFPRI/ISNAR agricultural science and technology indicators project receives a joint contribution from the Finance Committee. Additional funding will be sought from Asian and African development banks and the African Capacity Building initiative. Special-project funding will be sought from development agencies that wish to participate in the proposed activities. Core funding will also support activities in this MTP project.

## **Project 2. Linking research and stakeholder organizations in a changing context**

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### **Intermediate goal**

The goal of this project is to increase the contribution of research to agricultural development by enhancing the influence of developing-country stakeholders on the research agenda and its implementation, and by improving the responsiveness of research organizations and activities to stakeholder needs, particularly those of the poor.

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### **Purpose**

Agricultural research is increasingly challenged to respond effectively to the changing needs of society as expressed by diverse stakeholder groups. The future viability of agricultural research organizations and their contributions to food security, poverty alleviation, and environmental protection will depend on their capacity to address the changing needs of their stakeholders. This will require institutional innovation and capacity development for the research organizations themselves, as well as for their stakeholder groups.

ISNAR will contribute to the development of capacity for institutional innovation that links research activities more directly and effectively with stakeholder interests. Much of the project's work will be carried out in a participatory action-research mode, and many outputs will be produced jointly by ISNAR and its partners in the field.

The expected impacts of this project include the following:

- Institutional innovations that link research and stakeholders;
- Strengthened capacity of stakeholder groups to influence research agendas;
- Strengthened capacity of research organizations to respond effectively to stakeholder demands.

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### **Outputs**

- Professionals trained in the areas of partnerships and networks, competitive funding schemes, corporate governance bodies, and decentralization and national coordination of research;
- Interactive Web-based training modules;
- Regional and topical collaborative networks that operate as communities of practice to promote capacity development for institutional innovation in the identified areas;
- Pilot-case stakeholder groups and research organizations that are innovating and developing capacities in key areas related to institutional innovation. Policy and management guidelines related to partnerships and networks, competitive funding schemes, corporate governance bodies, and decentralization and national coordination of research (available in hard copy and electronically from ISNAR's Website).
- Research reports and peer-reviewed publications that provide substantive results and lessons of the work undertaken;
- At least three new or improved tools, communities of practice, or curricula for incorporating social analysis in the agricultural innovation process;
- At least two major capacity building initiatives e.g., (1) "Mothers of Invention" to support rural women innovators, and (2) youth as actors in environment and agricultural innovation.

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### **Activities**

Regional subprojects will focus on the following key topics:

- Development of multi-actor programs, partnerships, and networks (including negotiation and conflict resolution) (new);
- Use of competitive funding schemes to influence the research agenda (new);

- Design of corporate governance bodies/mechanisms that involve stakeholders in decision making, management, and evaluation of research activities (ongoing);
- Decentralization and national/regional coordination of research activities (ongoing);
- Design of management practices that address stakeholder needs and reflect their inputs (i.e., strategic and program planning, management of change, and impact evaluation) (ongoing);
- Strengthened role of vulnerable groups, women, and, in particular, the young, in agricultural research planning (new).

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## Milestones

### 2002

- Negotiations with potential partners and stakeholders initiated for regional subprojects for at least 3 regions (Africa, Asia, and Latin America);
- Collaborative networks functioning in Africa, Asia and Latin America;
- International seminar held and major publication produced on linking research and stakeholder organizations.

### 2003

- Collaborative networks functioning in all five regions;
- First research reports and policy and management guidelines jointly published.

### 2004

- Research reports and policy and management guidelines published in all five regional subprojects;
- Two social groups (women and youth) engaged in networks or change processes in support of agricultural innovation (2004).

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## Duration

Implementation throughout the MTP period (2002–2004).

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## Target groups/users

Based on the participatory mode of operation described above, there is no distinction between the project's target groups and its collaborators. The project's main intended users/collaborators are the following:

- Managers of public and private organizations that carry out agricultural R&D. The focus of collaboration will be on governance and management mechanisms that involve stakeholders and promote the responsiveness of research activities to stakeholder interests.
- Managers of complex research and development programs that involve multiple organizations and stakeholder groups (e.g., partnerships, networks, ecoregional programs). The focus of collaboration will be on mechanisms that ensure productive interaction and cooperation between partners and stakeholders.
- Managers of organizations that fund research or otherwise guide research activities toward stakeholder groups (e.g., competitive grant schemes, farmers' organizations, rural community groups and associations). Collaboration with these organizations will focus on developing and employing capacities for stakeholders to influence the funding of R&D agendas and activities. Professionals within international development agencies and intermediary organizations that work to support institutional innovation and capacity building for agricultural development.

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**Collaborators**

In addition to the four major groups of users/collaborators listed above, the project team will involve specialists from other CGIAR centers and advanced research institutes from the North and South who have specialized expertise in this area.

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**Cost (in US\$)**

2002: 2.3 million

2003: 2.5 million

2004: 2.7 million

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**System linkages**

Output 5: Enhancing NARS 100%

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**Regional breakdown**

Central and Western Africa	18%
Eastern and Southern Africa	24%
Central and West Asia and North Africa	6%
East and Southeast Asia and Pacific	12%
South Asia	17%
Central America and Caribbean	6%
South America	17%

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**Financing plan**

Special-project funding will be sought from development agencies that wish to participate in the proposed activities. Participating national organizations will be expected to contribute their own resources in order to participate in activities of joint interest.

### **Project 3. Learning for institutional innovation**

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#### **Intermediate goal**

The goal of this project is to strengthen the human capacity to contribute to institutional innovation in agricultural research. The project will research how the behavior and attitudes of researchers and stakeholders affect the success of their partnerships. It will explore a range of learning and development mechanisms, such as training of individuals (coaching, mentoring) and tailored events (face-to-face and distance learning).

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#### **Purpose**

Agricultural research will be organized increasingly around alliances. Researchers and stakeholders will collaborate to identify knowledge needs, implement research projects, and disseminate outcomes. Bringing people with different interests together becomes key to increasing the contribution of research to agricultural development. The joint perspective of people from different backgrounds who are able to share their knowledge in an interactive manner can produce results that are more than the sum of the individual perspectives. Agricultural research depends on people who value the perspectives of other groups, and this goes far beyond multi-disciplinary approaches. Policymakers must understand the limitations faced by traders and farmers; private entrepreneurs who want rapid profits must work well with scientists who have more distant time horizons. Each one will need to change and adapt to the other. Such interaction will only occur if the people concerned have the appropriate attitudes and skills.

ISNAR will explore learning and development approaches that strengthen the ability of the key players in institutional innovation processes to interact with people from other organizations and to modify the behavior within their own organization. Topics such as leadership, interpersonal communication, team building, research entrepreneurship, conflict resolution, facilitation, negotiation, and organizational culture will be vital in these approaches.

The expected impacts of this project include:

- The actors in the innovation process have the opportunity to improve their own knowledge and skills to carry out policy development and other projects based on new approaches and methodologies.
- Actors in the innovation process are increasingly aware of the importance of policy processes and institutional innovation that facilitates change of their attitudes and behaviors to enhance their performance in the areas of, e.g., leadership, interpersonal communication, team building, conflict resolution, facilitation, negotiation, and organizational culture.
- The actors of the innovation process are provided with a synthesis of knowledge generated by ISNAR and by the national research organizations and others in key policy and management areas.

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#### **Outputs**

- New learning and development approaches;
- Training modules and materials (printed, on CD-ROMs, and on the Internet);
- Distance learning programs;
- Radio and television productions;
- Workshops or seminars;
- Research publications;
- Handbook.

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## Activities

- New management training methodologies for agricultural innovation: Creative solutions for human and financial resource mobilization. Training modules and materials will be updated to guide learning and development programs designed to meet the needs of different users and languages (mostly new);
- Facilitating the agricultural innovation process through participation and interaction among diverse stakeholders by adopting new approaches and methodologies that includes distance learning and face-to-face programs (ongoing);
- Mobilizing the media for agricultural innovation, including learning and development programs to improve methods of communication that includes rural radio, Internet audio, and video-conference (mostly new);
- Leadership and creativity for change — innovative behavior in support of agricultural development. This activity includes action-research projects to investigate the development of leadership and creativity among the actors of the innovation process (mostly new);
- NARS Fundamentals: The essential reference for managers of agricultural research (ongoing).

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## Milestones

### 2002

- One comprehensive learning and self-development module developed;
- One community of practice with a facilitator established;
- One self-learning and distance training product developed;
- Case study developed on facilitating the agricultural innovation process: leadership;
- Policy and project guideline in communication technology and partnership developed (i.e., radio);
- One research report published on leadership for institutional innovation;
- Website for NARS Fundamentals developed;
- Summary documents for NARS Fundamentals prepared.

### 2003

- One comprehensive learning and self-development module completed;
- One community of practice with a facilitator established;
- One self-learning and distance training product developed;
- Case study developed on facilitating the agricultural innovation process: network management;
- One research report published on creativity for institutional innovation;
- NARS Fundamentals handbook drafted.

### 2004

- One comprehensive learning and self-development module completed;
- One self-learning and distance training product completed;
- Case study developed on facilitating the agricultural innovation process: creative behavior;
- Policy and project guideline in communication technology and partnership developed (i.e., television and video-conferencing);
- One research paper published on creativity for institutional innovation;
- NARS Fundamentals handbook published.

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## Duration

The projects will be active throughout the MTP period and beyond.

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## Target groups/users

Research program leaders as coordinators of research projects and future leaders of agricultural research institutions are a key target group for learning and self-development. While ISNAR expects

this target group to remain relevant within the new management approaches and methodologies, these individuals will be engaged more closely with individuals from disciplines other than agriculture, or from public- and private-sector organizations working primarily in extension, media, small and medium-size enterprises, and education. The handbook is designed to serve policymakers, management advisors, and technical implementors of research planning and management processes. Training modules, training and distance learning materials, and the handbook will be equally useful to the development community.

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**Collaborators**

The project builds on a network established during previous MTP periods, including:

- Public and private organizations, including small businesses, media, universities, and NGOs;
- Regional and subregional organizations in research and training;
- CGIAR centers.

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**Costs (in US\$)**

2002: 1.5 million

2003: 1.7 million

2004: 2.0 million

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**System linkages**

Output 5: Enhancing NARS                      100%

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**Regional breakdown**

Central and Western Africa	25%
Eastern and Southern Africa	30%
Central and West Asia & North Africa	6%
Eastern and Southern Asia and Pacific	6%
South Asia	17%
Central America and Caribbean	5%
South America	11%

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**Financing plan**

Proposals for funding will be prepared for donors. Training and learning activities will continue to be offered through the sale of seats in training workshops and the marketing of training products (e.g., modules and CD-ROMs). New opportunities for collaborative training and capacity building activities with subregional organizations and other CGIAR centers will be pursued. Core funding will also support this MTP project.

## **Project 4. Management of new technologies for agricultural research**

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### **Intermediate goal**

The goal of ISNAR's work in this area is to put in place, in interaction with partner organizations in developing countries, new institutional arrangements that ensure that biotechnology and information and communication technology are used to increase food security and to alleviate poverty.

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### **Purpose**

While biotechnology (BT) and information and communication technology (ICT) have very different scientific origins, both are dramatically changing agricultural research. The drive to benefit from new technologies leads to an increased allocation of resources to these technologies. A growing number of developing countries have become member of international organizations and have signed legally binding agreements that govern the deployment of new technologies, such as the World Trade Organization, the International Telecommunications Union, the Convention on Biological Diversity, UPOV and WIPO conventions, and the International Biosafety Protocol.

New expertise and skills are needed to ensure that benefits from BT and ICT reach the intended beneficiaries. Agricultural research programs in developing countries must decide on the strategy and institutional arrangements that they should adopt for BT and ICT. For BT, policymakers and research managers must weigh potential productivity increases alongside environmental risks, research priorities, and potential returns on investment. For ICT, research managers must explore the possibilities to interact with other science organizations and to improve communication with their client groups. In both cases new institutional cultures and structures will be needed. Changes in the structure of research organizations may be required, for example, to absorb the high initial capital costs of new technologies, to integrate the private sector, which plays a dominant role in both BT and ICT, or to establish systems for managing biosafety risks.

ISNAR will contribute to this goal through an integrated program of research, service, and training. ISNAR will conduct research on policy and management issues related to the introduction of new technologies, provide consultancy services to organizations as they build internal capacity to manage these technologies, and become an international repository of information on policy and management issues related to the introduction of BT and ICT in agricultural research.

For BT, ISNAR will focus its expertise on analyzing and managing the benefits and risks of modern BT (e.g., biosafety). For ICT, ISNAR will explore how it can improve the availability of knowledge to the target audience of research and how it can strengthen communication between research and users. To facilitate the introduction of both BT and ICT, decision support systems will be developed to provide guidance on high pay-off, high-risk investments, on the management of proprietary technologies, and the use of protected information.

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### **Outputs**

- Improved institutional strategies that enhance capacity in ICT, BT, and intellectual property management;
- Policy dialogues, seminars, and courses to support the introduction and management of new technologies;
- Management tools and guidelines for national and international agricultural research organizations;
- Improved management and leadership skills among research managers and scientists;
- Database capturing existing expertise relevant to the management of information technology, biotechnology, and intellectual property;
- Published research studies, proceedings, and training modules.



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## Activities

- Evaluating the benefits and risks of modern technology (mostly new);
- Managing intellectual property (partly new);
- Managing information: technology, content, and application (mostly new);
- Strategic planning through decision-support systems (mostly new).

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## Milestones

### 1. Evaluating the benefits and risks of modern technology

- Three training courses held on the management of agricultural biotechnology (2002–2004);
- Training-of-trainers and distance learning modules developed and tested (2002–2004);
- Two country case studies analyzing the functioning and potential improvement of national biosafety systems completed (2002);
- Three studies providing ex ante or ex post analysis of (planned) change resulting from agricultural biotechnology completed (2002–2003);
- Two studies analyzing the costs and benefits of IT applications in agricultural research developed (2003–2004);
- Two studies assessing the adoption and public acceptance of new BT products developed (2002–2003).

### 2. Managing intellectual property

- Research project completed on intellectual property (IP) management strategies and structures in international and national research organizations related to the introduction of BT and ICT applications (2002–2003);
- Consultancy services in IP management provided to at least five organizations involved in building internal capacity to manage new technologies (2002–2003);
- Three training events held on the facilitation of IP management and technology transfer in agricultural research organizations (2002–2004).

### 3. Managing information technology, information availability and communication

- Case studies completed in three countries to understand how agricultural research organizations are using the new technologies to improve communication with their target groups and with other sources of scientific information (2002).
- In at least five countries consultancy services completed in strategic planning for the introduction of IT in support of strengthening communication with target groups and with other sources of scientific information (2002–2004);
- Two research report published, based on the previous milestones, that assess the key issues in the use of new technologies to improve communication with target groups and other sources of scientific information (2003);
- National and regional partnerships established to jointly access and share scientific information for agricultural research (2002–2004);
- Six training events held on IT management and Web use in agricultural research and education;
- Internet-based service to promote the exchange of regional and global agricultural research information developed;
- Training-of-trainers and distance learning modules developed and tested (2002–2004).

### 4. Strategic planning through decision-support systems for biotechnology and information technology

- Evaluation manuals completed for information capacity-building programs (2002);
- Guidelines developed for the institutional management of biosafety and IPR (2002–2003);
- Research project completed on applying a decision-support tool (AHP) to priority setting and resource allocation for agricultural biotechnology (2002–2003);

- Participatory methods developed for public consultation and education regarding the introduction of new technologies in agriculture (2003);
- Decision support systems developed, based on completed guidelines and manuals, for evaluation and management of ICT and BT applications, biosafety concerns, and internally developed intellectual property (2002–2004).

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### Duration

The project will be active throughout the MTP period (2002–2004) and beyond.

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### Target groups/users

The primary target group consists of research managers and scientists in national and international, public and private agricultural research organizations with responsibility for planning and implementing agricultural research programs. In their countries, they provide and build the local expertise regarding the political, institutional, and societal implications resulting from the introduction of new technologies in agriculture. ISNAR will be expanding its products and services to nongovernmental organizations, end-user representatives, and donor agencies confronted with the challenges of new technologies.

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### Collaborators

The project builds on a network established during previous MTP periods, including:

- National agricultural research and planning agencies involved in joint research and training activities;
- Regional organizations and associations, e.g., ASARECA, AARINENA, APAARI, ACTS, AIT, IICA, and regional intellectual property organizations;
- International organizations, e.g., FAO-WAICENT, CAB International, CTA, IICD, OECD, UNIDO, CBD Secretariat, UPOV, WIPO, and EPO;
- CGIAR centers, including CAS network of liaison officers;
- Advanced research organizations, e.g., Virginia Tech (USA), Chinese Center for Agricultural Policy, Michigan State University (USA), ETH (Switzerland), MS Swaminathan Research Foundation (India), Danish Board of Technology, British Technology Group (UK), Queen Mary Intellectual Property Research Institute (UK), Plant Research International (Netherlands).

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### Costs (in US\$)

2002: 2.2 million

2003: 2.4 million

2004: 2.6 million

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### System linkages

Output 4: Policy	20%
Output 5: Enhancing NARS	80%

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### Regional breakdown

Central and Western Africa	13%
Eastern and Southern Africa	18%
Eastern and Southern Asia and Pacific	18%
South Asia	26%
Central America and Caribbean	7%
South America	18%

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### **Financing plan**

It is expected that a consortium of donor agencies, i.e., DGIS, SDC, DFID, and Japan, continue to sponsor the project, usually targeting specific activities. CAS is supported by the CGIAR as a system-wide initiative. Training fees and consultancy services provide for significant cost recovery.

## **Project 5. Building capacity to respond to cross-sector demands**

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### **Intermediate goal**

The goal of this project is to strengthen the capacity of research organizations to respond effectively to new demands for knowledge arising from social, economic, and environmental changes beyond those traditionally associated with agricultural production.

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### **Purpose**

With widening social and economic integration, agriculture and those whose livelihoods depend on it are increasingly affected by developments in other sectors. The demands on national and regional research capacity are expected to widen considerably from the traditional base: development of knowledge and technology associated with expanded basic food production. These new demands on research capacity include the increased attention on food safety and the implications for traditional and export-oriented food production, HIV/AIDS and other human diseases with severe implications for rural populations and agricultural development, climate change, environmental requirements for sustainable development, and trade-related issues. Research institutions will be faced with such demands from new sources within national and regional governments as well as from private-sector and civil-society organizations.

Individual R&D workers, managers, and policymakers must learn to view the familiar in new ways — a forest is not just a store of timber but also the source of different ways of livelihood, as well as the protector of watersheds and a carbon sink; the movement of rural workers is not only an engine of economic development but also a driver of the HIV/AIDS pandemic. The organizations that researchers, research managers, and policymakers work with will need to create or join platforms where they can meet with counterparts in other areas (such as the health sector) and with civil-society organizations to prioritize, plan, and review actions. They will need to develop effective working relationships to act on priorities that overlap disciplinary and sectoral concerns.

ISNAR's challenge is to identify and foster new arrangements that promote more effective generation of new knowledge in pursuit of these wider development issues implicating agriculture. ISNAR clearly cannot address all the diverse cross-sectoral demands coming into play. Nonetheless, ISNAR has developed considerable capacity in assessing the impact of HIV/AIDS and malaria on agriculture, environmental linkages, and information and biotechnology, with a view to understanding the linkages required in such cross-cutting issues. ISNAR will nurture the institutional capacities and arrangements needed to adequately address these issues in the agricultural research community.

ISNAR will assess and promote institutional change processes in developing countries at the level of agricultural policymakers and research managers, those who are directly affected, and other relevant stakeholders. Based on ISNAR's work to date, this MTP project will concentrate initially on two key areas: (1) reconciling environmental and agricultural perspectives and (2) agricultural research and health issues.

The expected impacts of this project include:

- Through the use of new research tools and methodologies by decision-makers, both in R&D organizations and government, conflicts between agricultural and environmental interests are better understood and resolved;
- The actions of agricultural R&D organizations will be better focused on the policy and technology needs of HIV/AIDS-affected households, supporting them in their struggle to survive. Elsewhere, more effective management of agricultural systems will counteract the resurgence of malaria that is contributing to a spiral of impoverishment.

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## Outputs

- A tool box with applicable tools, developed with other CGIAR centers participating in the INRM initiative;
- Strategies for enhancing understanding of competing demands arising from agricultural and environmental concerns;
- Revised agendas of R&D organizations and their national partners in Africa and beyond, better supporting AIDS-affected households and communities and reducing the impoverishing effects of the epidemic;
- Policy and technology options developed that reduce agriculture's contribution to the spread of HIV infection;
- Revised agendas of R&D organizations and their national partners in Central Asia and the Caucasus and beyond, better taking into account and finding solutions for the effects of transformed agricultural structures on malaria.

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## Activities

- Implementing research tools in which agricultural and environmental interests are treated with equal importance (new);
- Reducing critical gaps in understanding of the links between HIV/AIDS and agriculture (ongoing);
- Clarifying the interaction between agricultural change in Central Asia and the upsurge of malaria (ongoing).

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## Milestones

### 1. Environment and agricultural research

- Partnerships with ecoregional programs established (2002)
- Subregional workshops held on agricultural research and environment interest (2003)
- Research report published comparing approaches to combine agricultural and environmental interests in different countries and regions (2003)
- Inventory of tools to bring agricultural and environmental interests together in research planning published (2003)
- In three countries new arrangements for combining agricultural and environmental concerns implemented (2004)

### 2. HIV/AIDS and agriculture

- National and regional workshops held to build consensus on research priorities and forge partnerships (2002)
- Research on critical gaps in understanding of bi-directional links between HIV/AIDS and agriculture, and of feasible institutional responses published (2002–2004)
- An HIV/AIDS “lens” developed which R&D organizations apply to their technology and policy-oriented work (2002–2004)

### 3. Malaria and agricultural change

- Research indicating the impacts of changing irrigation management on malaria, and of malaria on agricultural performance conducted (2002–3)
- Functional collaboration between agricultural and health management supported by policy changes established (2003–4)

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## Duration

The project will be active throughout the entire MTP period (2002–2004).

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**Target groups/users**

The main target groups and users will be managers and program leaders in R&D organizations (governmental and nonovernmental), their partners in other sectors, policymakers at national and subnational levels.

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**Collaborators**

1. IARCs, advanced research institutes in developed and developing countries (including universities), national programs and NARS.
2. R&D organizations in Uganda, Malawi and Tanzania; Univ. of East Anglia; Inst. of Tropical Medicine, Antwerp, FAO, UNAIDS, System-Wide Initiative on HIV/AIDS and Agriculture.
3. R&D organizations in Azerbaijan and Armenia; WHO; System-Wide Initiative on Malaria

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**Costs (in US\$)**

2002: 1.0 million

2003: 1.2 million

2004: 1.3 million

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**System linkages**

Output 4: Policy 50%

Output 5: Enhancing NARS 50%

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**Regional breakdown**

Central and Western Africa	20%
Eastern and Southern Africa	40%
Central and West Asia and North Africa	5%
Eastern and Southern Asia and Pacific	10%
South Asia	10%
Central America and Caribbean	3%
South America	12%

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**Financing plan**

Special-project funding will be sought from development agencies that wish to participate in the proposed activities. On environment and agricultural research likely DGIS, SDC, possibly NORAD and USAID. On HIV/AIDS and Agriculture likely IDRC and possibly CIDA, Rockefeller Fund. On agricultural change and malaria possibly Norway and UNDP.

## **Project 6. Entrepreneurial partnerships to support agricultural research**

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### **Intermediate goal**

The goal of this project is to expand ISNAR's capacity to provide timely and cost-effective services to strengthen agricultural research through innovative partnerships and collaborative arrangements.

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### **Purpose**

There is a growing demand in developing countries for short-term assistance in a wide range of agricultural research management issues. To meet this demand ISNAR will expand and explore new collaborative arrangements with an entrepreneurial orientation to increase services to developing countries, develop new models of collaboration, and generate additional resources to support agricultural research. For example, ISNAR Global Associates will explore different modes of collaboration with NGOs and the private sector. The project builds on the two-year experiment with the existing Costa-Rica-based ISNAR Global Associates, which has successfully linked developing-country professionals, working on a part-time as-needed basis, to assist other developing countries in strengthening their agricultural research. By doing so ISNAR Global Associates will continue to build on "brain gain" by recruiting professionals and organizations in developing countries for these outreach activities. Backstopped by ISNAR, these professionals and organizations gain knowledge and experience that will help them to strengthen their own organizations.

The expected impacts of this project include the following:

- Promotion of new models of entrepreneurial partnerships to strengthen agricultural research;
- Increased efficiency in strengthening agricultural research through cost reduction in the delivery of service to the public and private sector;
- Increased effectiveness of ISNAR in supporting institutional innovation of agricultural research through revenue generation;
- Strengthening "South-South" collaboration by tapping and building on the diversity and knowledge of professionals and organizations in developing countries.

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### **Outputs**

- New and tested models of collaboration to strengthen agricultural research in developing countries;
- A worldwide knowledge delivery network of policy and research management specialists available to strengthen agricultural research in developing countries;
- Improved agricultural research organizations and systems in developing countries;
- Cost-effective delivery of services for national agricultural research institutions, donors, and others requesting these services through ISNAR Global Associates;
- Increased revenues to ISNAR and partners to support institutional development of agricultural research;
- Access to a wide array of specialized skills through ISNAR Global Associates;
- A growing cadre of developing-country professionals and organizations, who gain more knowledge and experience to benefit their own organizations.

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### **Activities**

- Identification, selection, and recruitment of professionals to join the knowledge delivery network of ISNAR Global Associates (on-going);
- Design and testing of entrepreneurial partnerships to strengthen agricultural research (new);
- Managing cost control and revenue generation as key components of the IGA (partly new).

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## Milestones

### 2002

- Up to three types of entrepreneurial partnerships to strengthen agricultural research designed and initiated;
- IGA knowledge delivery network expanded to 25 professionals;
- A marketing strategy to tender projects that strengthen agricultural research developed;
- At least 10 service projects completed in each region, i.e., sub-Saharan Africa (SSA), Latin America, and Asia.

### 2003

- Preliminary evaluation report prepared on experience with different models of entrepreneurial partnerships;
- IGA knowledge delivery network expanded to 35 professionals;
- At least 15 service projects completed in each region, i.e., SSA, Latin America, and Asia.

### 2004

- Final evaluation report published on models of entrepreneurial partnerships;
- Successful models for entrepreneurial partnerships expanded;
- At least 20 service projects completed in each region, i.e., SSA, Latin America, and Asia.

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## Duration

The project will continue throughout the MTP period (2002–2004) and beyond.

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## Target groups/users

- Potential partner organizations and professionals seeking innovative models to strengthen agricultural research in developing countries;
- National agricultural research institutions, donors, and other requesting efficient and effective services to strengthen agricultural research in developing countries at a reasonable cost;
- Network members gaining income, knowledge, and expertise through ISNAR Global Associates.

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## Collaborators

- Potential partner organizations and professionals seeking innovative models to strengthen agricultural research in developing countries.
- The network of professionals and organizations forming part of the knowledge delivery network of ISNAR Global Associates.
- National agricultural research organizations, donors, and others requesting efficient and effective services to strengthen agricultural research in developing countries at a reasonable cost.
- ISNAR staff whose knowledge and tools will reach a greatly expanded number of NARS through ISNAR Global Associates.

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## Costs (in US\$)

2002: 0.5 million

2003: 0.5 million

2004: 0.5 million

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## System linkages

Output 4: Policy 20%

Output 5: Enhancing NARS 80%



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**Regional breakdown**

Central and Western Africa	10%
Eastern and Southern Africa	25%
Central and West Asia and North Africa	10%
East and Southeast Asia and Pacific	15%
South Asia	15%
Central America and Caribbean	9%
South America	16%

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**Financing plan**

The ISNAR core contribution to this project remains stable over time as the project increases its revenue-generating capacity.

**isnar**

Part of the



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